



DEPARTMENT OF THE NAVY  
THE MASTER CHIEF PETTY OFFICER OF THE NAVY  
2000 NAVY PENTAGON  
WASHINGTON DC 20350-2000

1401  
Ser N00D/010  
5 May 11

From: Master Chief Petty Officer of the Navy  
To: President, FY-11 Advanced Education Voucher Program  
Selection Board

Subj: PRECEPT CONVENING FY-11 SELECTION BOARD TO CONSIDER CHIEF  
PETTY OFFICERS AND SENIOR CHIEF PETTY OFFICERS FOR  
SELECTION TO THE ADVANCED EDUCATION VOUCHER PROGRAM

Encl: (1) Board Membership  
(2) NAVADMIN 095/11  
(3) Selection Board Guidance

1. Membership, Date, Location and Function

a. The selection board, consisting of you as president and the officers and Master Chief Petty Officers listed in enclosure (1), is ordered to convene at Navy Personnel Command, Millington, TN, at 0800, 8 June 2011 or as soon as practicable thereafter. The function of the board is to recommend Chief/Senior Chief Petty Officers for the Advanced Education Program for fiscal year 2011. The records and names of all eligible Chief/Senior Chief Petty Officers, determined as of the date established in enclosure (2), will be furnished to the board.

b. The board shall proceed in accordance with guidance provided in enclosure (3), and any other guidance contained in this letter.

2. Authorized Selections. From among those service members eligible for consideration, the board may select candidates for acceptance to the program for either a bachelor or master degree, the numbers of which are not to exceed the total quotas of twenty; fifteen bachelor degrees and five master degrees. The board need not select to the numbers provided. The board shall consider carefully, without prejudice or partiality, the case of every service member whose name is furnished. The names of those eligible candidates are selected for the program will be indicated as appropriate. Alternates, if applicable, will be listed in order of priority.

3. Confidentiality of Board Proceedings. Unless expressly authorized or required by the Master Chief Petty Officer of the Navy or higher authority, neither you nor any member of the board or administrative staff may disclose the proceedings, deliberations, or recommendations of the selection board. All board members and administrative staff must comply fully with

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these requirements, and I expect you to emphasize the need for  
strict confidentiality.



R. D. WEST

**FY-11 ADVANCED EDUCATION VOUCHER PROGRAM SELECTION BOARD**  
**SELECTION BOARD MEMBERSHIP**

1. Advanced Education Voucher Program Board:

FLTCM(SW/AW/SCW) Scott Benning, USN (Board President)  
FORCM(SS) John Snyder, USN  
FORCM(SW/AW) John Port, USN  
CMDM(SW/AW) Dominic Musso, USN  
CMDM(SW/AW) Brian Hughes, USN

2. The following personnel are designated as recorders and will be present during all deliberations:

ETCS(SW/AW) Jason Szot, USN  
Thomas A. Smith GS-13

3. The following personnel are designated to serve as administrative support personnel to the board:

Mr. Christopher J. Zaller	PERS 3	Mr. Carl R. Waelde	PERS 3
Ms. Deborah A. Wilson	PERS 3	Mr. Stephen R. Ranne	PERS 3
Mr. Antoine Sharp	PERS 3	Mr. James A. Price	PERS 3
Ms. Bonita K. Archie	PERS 3	Mr. Tommy D. Owens	PERS 3
Mr. Jay A. Rublaitus	PERS 3	Ms. Edna M. Shannon	PERS 3
Mr. Clifford T. Christy	PERS 3	Mr. Jim C. Tanner	PERS 3
Ms. Mindee M. Wolven	PERS 3	Mr. Arik Tucker	PERS 3
Ms. Lynda McKinney	PERS 3	Mr. Stanley Robinson	PERS 3
Ms. Tonya E. Marshall	PERS 3	Ms. Lynn Saarinen	PERS 3
Ms. Darlene Gemuend	PERS 3	Ms. Courtney Jones	PERS 3
Ms. Karen Kumnick	PERS 3	Mr. Paul Martin	PERS 3
Ms. Amy Ray	PERS 3	CWO-2 Malcolm Hall	PERS-5
Mr. Leo Metoyer	PERS 3	Mr. William Stevens	PERS-5
Mr. Paul Wilder	PERS 3	Ms. Karen Harris	PERS-5
Mr. Juan J. Jimenez	PERS 3	Mr. Aric Tucker	PERS-5
Mr. Max H. Hodge	PERS 3	LS1 Carol Moore	PERS-3

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NAVADMIN 095/11

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SUBJ/FY-11 ADVANCED EDUCATION VOUCHER PROGRAM// REF/A/GENADMIN/CNO  
WASHINGTON DC/181833ZNOV2004// REF/B/DOC/OPNAV N13/29MAR05// NARR/REF A  
IS NAVADMIN 263/04 WHICH ANNOUNCED THE PROFESSIONAL MILITARY EDUCATION  
CONTINUUM. REF B IS OFFICE OF THE CHIEF OF NAVAL OPERATIONS  
N13 POLICY DECISION MEMO, ENLISTED ADVANCED EDUCATION SERVICE  
OBLIGATION.// RMKS/1. THIS NAVADMIN ANNOUNCES THE FY-11 ADVANCED  
EDUCATION VOUCHER

(AEV) PROGRAM. THE AEV PROGRAM IS PART OF THE PROFESSIONAL MILITARY  
EDUCATION CONTINUUM, ANNOUNCED BY REF A, AND OFFERS ADVANCED EDUCATION  
OPPORTUNITIES FOR SELECTED ENLISTED SAILORS. THE AEV PROGRAM PROVIDES  
FINANCIAL ASSISTANCE TO SENIOR ENLISTED PERSONNEL (E7-E8) TO COMPLETE  
POST-SECONDARY, NAVY-RELEVANT DEGREES. THIS NAVADMIN ANNOUNCES THE  
REQUIREMENTS AND SOLICITS APPLICATIONS FOR THE FY-11 AEV PROGRAM.

2. AEV SUPPORTS BACCALAUREATE AND MASTER'S DEGREE COMPLETION IN  
DESIGNATED AREAS OF STUDY THROUGH OFF-DUTY EDUCATION. PROVEN SUPERIOR  
PERFORMERS WITH POTENTIAL FOR CONTINUED UPWARD MOBILITY ARE ELIGIBLE AS  
FOLLOWS: E7 WITH NO MORE THAN 16 YEARS TIME IN SERVICE (TIS) AND E8  
WITH NO MORE THAN 18 YEARS TIS. TIS FOR ALL PAYGRADES IS COMPUTED TO  
01 OCTOBER 2011. APPLICANTS SHOULD BE TRANSFERRING TO (OR CURRENTLY  
ON) SHORE DUTY WITH SUFFICIENT TIME ASHORE TO COMPLETE A BACCALAUREATE  
OR MASTER'S DEGREE PROGRAM. APPLICANTS ON SEA DUTY MAY APPLY PROVIDED  
THEY SUBMIT AN EDUCATION PLAN, WITH COMMANDING OFFICER ENDORSEMENT,  
WHICH DEMONSTRATES THE ABILITY TO COMPLETE THE DEGREE PROGRAM AS  
SPECIFIED ABOVE. SENIOR ENLISTED WHO HAVE ALREADY INVESTED IN THEIR  
PROFESSIONAL DEVELOPMENT BY PURSUING COLLEGE EDUCATION AND THOSE WHO ARE  
CURRENTLY ENROLLED IN A QUALIFYING POST-SECONDARY DEGREE PROGRAM USING  
TUITION ASSISTANCE (TA), OR OTHER FINANCIAL ASSISTANCE PROGRAMS, ARE  
ELIGIBLE TO APPLY FOR THE AEV PROGRAM. REIMBURSEMENT FOR ANY  
EDUCATIONAL EXPENSES INCURRED PRIOR TO PARTICIPATION IN AEV IS NOT  
AUTHORIZED. AEV AND TA BENEFITS MAY NOT BE COMBINED.

3. AEV FOR BACCALAUREATE DEGREE COMPLETION WILL COVER 100 PERCENT OF  
TUITION, BOOKS AND RELATED FEES, UP TO \$6,700 DOLLARS PER YEAR FOR A  
MAXIMUM OF 36 MONTHS FROM THE DATE OF ENROLLMENT. TOTAL PROGRAM COSTS  
WILL NOT EXCEED \$20,000 DOLLARS PER PARTICIPANT. AT A MINIMUM,  
BACCALAUREATE DEGREE COMPLETION PROGRAM APPLICANTS MUST HAVE EITHER AN  
ACCREDITED ASSOCIATE'S DEGREE OR THE EQUIVALENT AMOUNT OF COLLEGE CREDIT  
ALREADY EARNED AND APPLICABLE TO THE DEGREE BEING SOUGHT. FOR FY-11, A  
NAVY-RELEVANT BACCALAUREATE DEGREE IS REQUIRED. EXAMPLES ARE AS  
FOLLOWS: STRATEGIC FOREIGN LANGUAGES (AS IDENTIFIED BY NAVY'S SENIOR  
LANGUAGE AUTHORITY VIA SEPCOR), CONSTRUCTION MANAGEMENT, EMERGENCY AND  
DISASTER MANAGEMENT, HUMAN RESOURCES, PARALEGAL, LEADERSHIP AND

MANAGEMENT, ENGINEERING, INFORMATION TECHNOLOGY, NURSING, BUSINESS ADMINISTRATION AND ELECTRICAL/ELECTRONIC TECHNOLOGY .

A DEGREE PROGRAM WHICH IS NOT LISTED ABOVE MUST BE VALIDATED AS A NAVY-RELEVANT DEGREE BY THE POINT OF CONTACT (POC) .

4. AEV FOR THE MASTER'S DEGREE PROGRAM WILL COVER 100 PERCENT TUITION, BOOKS AND RELATED FEES UP TO A MAXIMUM OF \$20,000 DOLLARS PER YEAR FOR UP TO 24 MONTHS FROM THE DATE OF ENROLLMENT. TOTAL PROGRAM COSTS PER PARTICIPANT WILL NOT EXCEED \$40,000 DOLLARS.

MASTER'S DEGREE PROGRAM APPLICANTS MUST HAVE BEEN AWARDED A BACCALAUREATE DEGREE FROM AN INSTITUTION OF HIGHER LEARNING ACCREDITED BY AN ACCREDITING AGENCY RECOGNIZED BY THE DEPARTMENT OF EDUCATION. FOR FY-11, A NAVY-RELEVANT MASTER'S DEGREE IS REQUIRED. EXAMPLES ARE AS FOLLOWS: EMERGENCY AND DISASTER MANAGEMENT, HUMAN RESOURCES, PROJECT MANAGEMENT, ENGINEERING AND TECHNOLOGY, SYSTEMS ANALYSIS, INFORMATION TECHNOLOGY, HOMELAND DEFENSE AND SECURITY, LEADERSHIP AND MANAGEMENT, BUSINESS ADMINISTRATION, AND EDUCATION AND TRAINING MANAGEMENT. A DEGREE PROGRAM WHICH IS NOT LISTED ABOVE MUST BE VALIDATED AS NAVY-RELEVANT BY THE POC.

5. PER REF B, UPON COMPLETION OF, OR WITHDRAWAL FROM, EDUCATION FOR WHICH ANY AUTHORIZED EXPENSES WERE PAID, PARTICIPANTS SHALL AGREE TO REMAIN ON ACTIVE DUTY FOR A PERIOD EQUAL TO THREE TIMES THE NUMBER OF MONTHS OF EDUCATION COMPLETED OR THREE YEARS, WHICHEVER IS LESS. THIS OBLIGATION IS DISCHARGED CONCURRENTLY WITH ANY OTHER SERVICE OBLIGATION PROGRAM PARTICIPANTS MAY HAVE ALREADY INCURRED. THIS AGREEMENT DOES NOT OBLIGATE NAVY TO RETAIN THE MEMBER ON ACTIVE DUTY. IF A PROGRAM PARTICIPANT FAILS TO COMPLETE THE PERIOD OF ACTIVE DUTY SPECIFIED IN THE AGREEMENT, SUCH MEMBER WILL REIMBURSE THE UNITED STATES FOR THE COST OF THE ADVANCED EDUCATION RECEIVED, PRORATED FOR THE OBLIGATED TIME SERVED.

6. MASTER CHIEF PETTY OFFICER OF THE NAVY WILL CONVENE THE FY-11 AEV PROGRAM SELECTION BOARDS IN JUNE 2011. PROGRAM SELECTEES WILL BE EXPECTED TO ENROLL IN STUDIES IN SUMMER OR FALL 2011 TERMS.

7. NAVAL EDUCATION AND TRAINING COMMAND, N523, IS ACCEPTING APPLICATIONS NOW FROM ELIGIBLE SENIOR ENLISTED PERSONNEL INTERESTED IN BEING CONSIDERED BY THE SELECTION BOARD. DEADLINE FOR SUBMISSION IS 27 MAY 2011. APPLICATION MUST INCLUDE ENDORSEMENTS BY BOTH COMMANDING OFFICER AND COMMAND MASTER CHIEF (MAXIMUM LENGTH ONE PAGE EACH). FORMAT IS AS FOLLOWS:

FROM: (RANK/RATE, FULL NAME, SSN (LAST FOUR ONLY))  
TO: NAVAL EDUCATION AND TRAINING COMMAND (N523)  
250 DALLAS ST., PENSACOLA, FL 32508-5220  
VIA: (1) COMMAND MASTER CHIEF  
(2) COMMANDING OFFICER  
SUBJ: REQUEST FOR FY-11 ADVANCED EDUCATION VOUCHER (AEV)  
REF: (A) CITE THIS NAVADMIN  
ENCL: (1) VERIFIED DEGREE PLAN SIGNED BY COUNSELOR FROM  
APPLICABLE COLLEGE (THE REQUIRED DEGREE PLAN  
CAN BE

FOUND ON THE AEV WEB PAGE LOCATED ON NAVY KNOWLEDGE ONLINE (NKO))  
(2) ALL COLLEGE TRANSCRIPTS  
(3) PHOTOGRAPHS (FULL LENGTH SIDE AND FRONTAL VIEWS) 1. I

REQUEST SELECTION FOR THE AEV PROGRAM TO COMPLETE A MASTER'S OR BACCALAUREATE DEGREE (SELECT ONE). I MEET ALL ELIGIBILITY REQUIREMENTS SPECIFIED IN REFERENCE (A) AND FORWARD ENCLOSURES (1) THROUGH (3).

2. MY PREFERRED AREA OF STUDY IS (CITE MAJOR) AND I AM INTERESTED IN PURSUING MY DEGREE AT (CITE SCHOOL). MY PROJECTED PROGRAM START AND COMPLETION DATES ARE (CITE YMMM TO YMMM). MY ALTERNATE AREA OF STUDY IS

(CITE ALTERNATE MAJOR) AND I AM INTERESTED IN PURSUING MY DEGREE AT  
(CITE SCHOOL IF KNOWN).

3. NARRATIVE FROM THE APPLICANT STATING WHY HE/SHE SHOULD BE SELECTED  
FOR THIS EDUCATION PROGRAM (MAX ONE PAGE).

4. THE FOLLOWING ADDITIONAL INFORMATION IS PROVIDED:

- A. PROJECTED ROTATION DATE: YYMM
- B. DUTY TELEPHONE NUMBER(S) (COMMERCIAL/DSN):
- C. HOME TELEPHONE NUMBER:
- D. HOME MAILING ADDRESS:
- E. WORK AND HOME EMAIL ADDRESS(ES):

5. I UNDERSTAND THAT, IF SELECTED FOR THIS PROGRAM, I WILL INCUR A  
SERVICE OBLIGATION WITH THE FOLLOWING STIPULATIONS: UPON COMPLETION OF,  
OR WITHDRAWAL FROM, EDUCATION FOR WHICH ANY AUTHORIZED EXPENSES WERE  
PAID, I SHALL REMAIN ON ACTIVE DUTY FOR A PERIOD EQUAL TO THREE TIMES  
THE NUMBER OF MONTHS OF EDUCATION COMPLETED OR THREE YEARS, WHICHEVER IS  
LESS. THIS OBLIGATION IS DISCHARGED CONCURRENTLY WITH ANY OTHER SERVICE  
OBLIGATION WHICH I MAY ALREADY HAVE INCURRED.

THIS AGREEMENT DOES NOT OBLIGATE NAVY TO RETAIN ME ON ACTIVE DUTY.  
FURTHERMORE, IF I FAIL TO COMPLETE THE PERIOD OF ACTIVE DUTY SPECIFIED  
IN THE AGREEMENT (VOLUNTARILY OR DUE TO MISCONDUCT), I AGREE TO  
REIMBURSE THE UNITED STATES FOR THE COST OF THE EDUCATION RECEIVED  
PRORATED FOR THE OBLIGATED TIME SERVED.

(

MEMBER'S SIGNATURE) 8. ADDITIONAL

INFORMATION ABOUT THE AEV PROGRAM CAN BE VIEWED ON THE NKO WEBSITE AT  
[HTTPS://WWW.NKO.NAVY.MIL](https://www.nko.navy.mil). THE QUICK LINK IS LOCATED ON THE LEFT HAND  
SIDE OF THE LEARNING PAGE.

9. POINT OF CONTACT: ETCS(SW/AW) JASON C. SZOT (NETC N523), ENLISTED  
EDUCATION PROGRAM MANAGER, AT (850)452-7268/DSN 922 OR E-MAIL  
JASON.SZOT(AT)NAVY.MIL.

10. RELEASED BY VADM MARK FERGUSON, N1.// BT

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## SELECTION BOARD GUIDANCE

### Appendix

### Subject

- A**                    **General Procedural Guidance**
- Duties of the Board President
  - Board proceedings
  - Marital status
  - Area tours
  - Adverse Information
- B**                    **Selection Standard and Skills Guidance**
- Selection Standard
  - "Best Qualified" Standard
  - Professional Military Education
  - Innovation and Efficiency
  - Leadership of Diverse Organizations
  - Anti-Terrorism and Force Protection (as applicable)
  - Naval Special Warfare Experience (as applicable)
  - HR Leadership Billets (as applicable)
  - Special Duty Assignment (as applicable)
  - Overseas and Arduous Duty (as applicable)
- C**                    **Equal Opportunity Guidance**
- Addresses equitable consideration for all candidates
- D**                    **Board Report**
- Addresses content and routing of selection board report
- E**                    **Oaths**
- Provides oaths for board members and support personnel

## APPENDIX - A

### GENERAL PROCEDURAL GUIDANCE

1. Duties of the Board President. The president of the board has been appointed by me and shall perform prescribed administrative duties. The board president has no authority to constrain the board from recommending for selection those fully qualified candidates that the majority finds best qualified to meet the needs of the Navy. The board president shall ensure that the board proceedings listed below are read to each board member, recorder, and administrative support person on the convening date of the board or on the date of assignment to the board, whichever is later.

2. Board Proceedings. The following directions concerning communications and information apply to all board proceedings:

a. Each of you (president, members, recorders, and administrative support personnel) is responsible to maintain the integrity and independence of this selection board, and to foster careful consideration, without prejudice or partiality, of all eligible candidates.

b. You must pay particularly close attention to the rules governing communications with and among other board members, the information authorized to be 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 Navy Regulations preclude from consideration by a selection board. You are to base your recommendations on the material in each candidate's military record, any information I have provided to the board and any information communicated to you by individual eligible candidates under provisions I have issued. In your deliberations, you may discuss your own personal knowledge and evaluation of the professional qualifications of eligible candidates to the extent that such matters are not precluded in law or Service regulations from consideration by a selection board or inclusion in a candidate's military personnel record. 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 under the provisions of Navy Regulations.

d. When discussing your own personal knowledge concerning the professional qualifications of eligible candidates, the board is reminded that if personal remarks, based on a member's personal knowledge, could be considered adverse, the member cannot discuss his personal knowledge or evaluation unless such matter is contained in the candidate's official record or other material placed before the board in compliance with the law and Service regulation. In addition, should a candidate's record

reveal the removal of a fitness report, the member may not discuss his personal knowledge regarding the circumstances which resulted in the removal of the report.

e. I and the Fleet Master Chief Navy Total Force are the only persons who may appear in person to address you on other than administrative matters. All communications with the board, other than those that are clearly administrative or made by Fleet Master Chief Navy Total Force, must be in writing, given to each of you, and made part of each board's record. I have designated in writing those persons authorized to provide routine administrative information to you.

f. Before the report of the Advanced Education Voucher Board is signed, the recommendations may be disclosed only to members of the board, 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. The names of the candidates will be released to the public after the board's report is approved. Until the names are released to the public, you may not discuss or disclose recommended candidates. Except as authorized by the Master Chief Petty Officer of the Navy or higher authority, the proceedings/deliberations of the board may not be disclosed to any person not a board member, board 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 or 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 must request to be relieved by me 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 a member or the employment, education, or volunteer service of a spouse.

4. **Area Tours.** Repeated tours in a particular geographic location should not be considered negatively, provided the candidate has progressed in billet complexity, professional development, and leadership responsibility.

5. **Adverse Information**

a. Just as you must consider positive performance, you must consider documented incidents of misconduct and substandard

performance, which are included in a candidate's official service record, in determining those candidates who are best qualified for selection. Members must give careful consideration to each incident. For those eligible candidate's who are recommended for selection and who have received disciplinary action, or whose privileged information record (Field Code 38) 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. Faced with many well-qualified candidate's, there may be a tendency to simplify your task by summarily putting aside the folders of candidates whose past records are less than perfect; however, to do this is to fall short of your obligation. A judgment of the whole person and the whole record is required to determine whose future potential will serve the Navy best. You may conclude that particular adverse information undermines a candidate's ability to serve successfully in a position of increased authority and responsibility, despite an otherwise outstanding record. On the other hand, you may find that a candidate's overall outstanding performance demonstrates such potential for future service that it outweighs the deficiency noted in the record. Some candidates will have learned from their mistakes in ways that make them stronger; others will have strengths that outweigh relative weaknesses in their records.

c. Make the best, not simply the most obviously defensible, choices. By doing this, you will not only fulfill your obligation, you will also better serve the Navy.

## APPENDIX - B

### **SELECTION STANDARD AND SKILLS GUIDANCE**

1. **Selection Standard.** The board shall consider carefully, without prejudice or partiality, the record of every eligible candidate. The candidates selected will be those whom a majority of the members of the board consider best qualified, giving due consideration to the needs of the Navy for candidates with particular skills. In addition to the standard of best qualified, each candidate recommended must be fully qualified for selection in accordance with enclosure (2); as well, each candidate must be capable of performing the duties of a Senior Enlisted Leader or have shown the potential to possess these capabilities in coming years. The best and fully qualified standard shall be applied uniformly to all eligible candidates whether below, in or above the promotion zone.

2. **"Best Qualified Standard".** Navy policy regarding application of the "best qualified" standard is as follows: The needs of the Navy and the Joint Force dictate that our future leaders possess the qualities to excel as leaders in both service and joint operating environments. Proven excellence in leadership positions is the ultimate measure of the qualities required. Performance while serving in leadership roles, as well as potential for senior enlisted leader positions, is the ultimate test of fitness for selection. Candidates may have also demonstrated leadership, skill, integrity, and resourcefulness in other difficult and challenging joint and in-service assignments.

3. **Professional Military Education (PME).** PME conveys the broad body of knowledge and develops the habits of mind essential to the military professional's expertise in the art and science of naval leadership and warfare. The Navy needs candidates with formal technical and military education in a time of increasing technological sophistication. PME achievement is a significant career milestone in the development of future Navy leadership. The utilization of advanced education in tours is an equally significant career milestone. In determining a candidate's fitness for selection, you shall favorably consider military education, college degrees, and experience in specialized areas.

4. **Innovation and Efficiency.** In your deliberations, give careful consideration to the fact that the needs of the Navy have changed over the years and will continue to change. Please be especially alert for candidates who embrace innovation and efficiency to find new solutions to our most challenging problems. The Navy needs bold candidates who are willing to think creatively, take well-calculated risks, develop new ideas, and maximize capabilities through sound management practices. Seek to select candidates who have shown initiative in finding and pursuing the most effective ways of accomplishing our mission. In your consideration, recognize that the continued

preeminence of the Navy in the future is inextricably linked to its ability to change and to manage for efficiency. I note also, in this regard, that candidates with the greatest capacity for innovation and management efficiency may have had some billets different from the norm. In the context of a changing Navy, the best-qualified candidates may reflect a variety of backgrounds and proven record of accomplishments.

5. **Leadership of Diverse Organizations.** Today's Navy is manned by Sailors representing 24 different ethnic groups and literally hundreds of cultural heritages. In light of this diversity, you should give careful attention to selecting candidates who have demonstrated the potential to lead large organizations composed of personnel coming from widely varying ethnic and cultural backgrounds.

6. **Anti-Terrorism and Force Protection.** The Navy's increasing focus on anti-terrorism and force protection (AT/FP) requires that the Navy retain candidates who possess an understanding of these specialized skills. Be particularly attentive to the records of those candidates who have demonstrated expertise in the areas of anti-terrorism and force protection. Experience may have been attained either afloat or while serving on major staffs or commands ashore. In view of the emerging importance of AT/FP requirements, the board should give appropriate consideration to candidates with these skills when selecting the best and fully qualified to meet the needs of the Navy.

7. **Naval Special Warfare Experience.** Due to world events and the emphasis on fighting a global terrorist threat, the board shall give due consideration to those candidates who have experience through assignments with special operations forces; including, but not limited to those assigned to Naval Special Warfare command and other joint special operations units. These assignments, which may not be typical of the non-Seal career path, are nonetheless considered key to fighting the Global War on Terror and should be given due consideration.

8. **Human Resources Candidate Milestone Assignments.** Due to the specialized mission of the HR community, certain sea and shore billets supporting major staffs and resource sponsors have billets that require proven expertise and solid leadership ability because of their strategic contribution to policy development and program management across HR competencies (manpower, recruiting, training, and human performance technology). The performance of candidates in milestone assignments should be given consideration equal to that ordinarily granted to candidates in the Senior Enlisted Leader positions.

9. **Special Duty Assignment.** Although the candidates presented to the board compete within their requested college degree, they are frequently detailed to duty outside of their college major. Many such types of duty require selectivity in assignment and special qualifications. Recruiting and retention of Sailors is the top priority of today's Navy. In recognition of the critical role recruiting and retention play in Navy's ability to accomplish its mission, you should give special consideration to those candidates who have successfully completed, or are currently serving in the extremely demanding tours of duty as Recruit Division Commanders and Recruiters. Additionally, tours of duty which the Board considers reinforcing Navy Core Values of recruits and other first term Sailors such as instructor in "A" and "C" schools, Apprenticeship Training, Fleet Training Centers, prototype, and submarine and aircrew candidate schools must also be given special consideration. In determining which candidates are best and fully qualified, bear in mind that members serving in these types of highly selective assignments are evaluated among a large number of individually selected personnel with equally superb records. Due consideration shall be given to the successful accomplishment of major collateral duties affecting mission effectiveness, retention and morale; e.g., 3M coordinator, Professional Development Board member. In consideration of SEAL, EOD, SWCC and Divers, special consideration will be given to the shore duty requirement specified in enclosure (2) in regards to these Sailors availability to complete requested degree. To this end, the board should select the best-qualified candidates.

10. **Overseas and Arduous Duty.** In determining who is best qualified, emphasis shall be placed upon demonstrated evidence of professional and leadership excellence under arduous conditions. It should be recognized that some ratings do not offer an extensive opportunity for sea duty; however, candidates who have performed well in demanding sea duty billets and/or overseas sea duty units in their current pay grade should receive special consideration. This special consideration cannot, however, be used to disadvantage otherwise outstanding female candidates who have not had the opportunity to serve at sea owing to law or policy. Eligible candidates should not be judged against the norm of a preconceived career pattern.

## 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, creed, color, gender, or national origin. The Navy strives to maintain a professional working environment in which an individual's race, creed, color, gender, or national origin will not limit his or her professional opportunities. Accordingly, within this board's charter to determine those candidates who are best and fully qualified, you must ensure that candidates are not disadvantaged because of their race, creed, 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 candidate's promotion opportunity is disadvantaged by service utilization policies or practices. You should evaluate each candidate's potential to assume the responsibilities of the next career milestone, the overriding factor being performance of assigned duties.

3. The Navy has assigned some candidates 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 candidates so assigned opportunities available to other candidates. Such assignment practices should not prejudice the selection of these candidates. Successful performance of assigned duties is the key in measuring a candidate's potential for selection. Accordingly, in determining the qualification for promotion 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 a candidate not affected by such policies or practices.

4. This guidance should not be interpreted as requiring or permitting preferential treatment of any candidate or group of candidates on the grounds of race, creed, color, gender, or national origin.

**APPENDIX - D**

**BOARD REPORT**

1. The record of the board's proceedings shall be compiled by the recorders and administrative support personnel. The written report of the board shall be signed by the board president, the board members, and board recorders. It shall contain the following:

a. All instructions, information, and guidance that were provided to the board.

b. Certification that:

(1) To the best of your knowledge, the board complied with all instructions contained in the precept, and, as appropriate, other letters of guidance or instruction provided by me;

(2) You were not subject to or aware of any censure, reprimand, or admonishment about the recommendations of the board or the exercise of any lawful function within the authorized discretion of the board;

(3) You were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations;

(4) You were not party to or aware of any attempt at unauthorized communications;

(5) To the best of your knowledge, the board carefully considered the records of each candidate whose name was furnished to the board; and

(6) The candidates recommended for selection are, in the opinion of the majority of the members of the board, fully qualified and best qualified to meet the needs of the Navy among those candidates 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 recommended selectees until the names are released to the public; and

(8) You understand that, except as authorized by the Master Chief Petty Officer of the Navy or higher authority, you may never disclose the proceedings and deliberations of the board to any person who is not a board member or board recorder.

c. List(s) of the candidates/enlisted members recommended for selection to the Advanced Education Voucher Program. This list will be alphabetized within each degree level selection. The selectees approved degree major will be listed showing what the

selectee will use the Advanced Education Voucher for. A list of up to five alternates in each related degree level will also be listed.

d. Precept.

e. Such other lists as the board may deem necessary.

f. If applicable, the show-cause list shall contain the names of those candidates whose records, in the opinion of a majority of the members of the board, indicate the candidate should be required to show cause for his or her retention on active duty. It shall also contain a brief explanation of the basis for the board's opinion. Negative reports shall state, "In the opinion of a majority of the members of the board there were no candidates recommended to show cause for their retention on active duty."

2. The report shall be forwarded for approval to the Master Chief Petty Officer of the Navy.

APPENDIX - E

OATHS

1. The following oath or affirmation shall be administered to the recorder and assistant recorders by the president of the board:

"Do you, and each of you, do solemnly swear (or affirm) 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 Master Chief Petty Officer of the Navy or higher authority. So help you God."

The following oath or affirmation shall then be administered by the recorder to the members of the board:

"Do you, and each of you, do solemnly swear (or affirm) 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 Master Chief Petty Officer of the Navy or higher authority. So help you God."

The following oath or affirmation shall then be administered by the recorder to the administrative and other support personnel:

"Do you, and each of you, do solemnly swear (or affirm) you will not divulge the proceedings of this board except as authorized or required by the Master Chief Petty Officer of the Navy or higher authority. So help you God."