



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, D.C. 20350-2000

12 Nov 14

From: Deputy Chief of Naval Operations, (Manpower, Personnel,
Training and Education) (N1)
To: President, November 2014 Lateral Transfer/Redesignation
Board
Subj: PRECEPT CONVENING A SELECTION BOARD TO CONSIDER OFFICERS
FOR LATERAL TRANSFER/REDESIGNATION
Ref: (a) Community Briefs
(b) Glossary of Terms and Definitions
Encl: (1) Board Membership
(2) FY-15 Lateral Transfer/Redesignation Selection Board
Guidance
(3) Quota Letter

1. Membership, Date, Location, and Function

a. This selection board, consisting of you as president and the members listed in enclosure (1), is ordered to convene at Navy Personnel Command, Millington, TN, at 0800, 17 November 2014, or as soon as practicable thereafter.

b. The function of the selection board is to recommend officers for lateral transfer and/or redesignation in the Regular Navy. The board shall consider carefully, without prejudice or partiality, the record of every eligible officer. The records and names of all eligible officers, determined as of the date the board convenes, will be furnished to the board.

c. I have personally appointed the members of this board. During the board process, the officers assigned as board members work directly for me, under oath. Board members are entrusted with selecting the future leadership of the Navy. The performance of these duties will have a greater effect on the future of the Navy than any other duty they perform. During the board process, all other duties of an assigned member are secondary to the board process, and the utmost care will be given to ensure the process is not compromised or rushed to accommodate outside concerns. Each record reviewed represents years of service by the individual officer. It is absolutely essential that our evaluation afford each eligible officer fair and equitable consideration.

Subj: PRECEPT CONVENING A SELECTION BOARD TO CONSIDER OFFICERS
FOR LATERAL TRANSFER/REDESIGNATION

- d. The board shall proceed in accordance with the FY-15 Officer Selection Board Guidance, enclosure (2), and any other guidance contained in this letter.
2. Reference (a) will be provided in the selection board spaces as general guidance to inform the selection board members of community-specific information. The information contained must not be used as a substitute for the guidance in Appendix B and specifically shall not alter the best and fully qualified selection standard. This reference is not selection criteria, nor is it expected that each officer will meet the typical career path and guidelines depicted in the briefs contained in reference (a). Rather, the reference contains general information that is used to assist officers, community leaders, community managers, and detailers with career management. Additionally, I will provide reference (b) as a glossary of terms and definitions.
3. Authorized Selections. The number of officers that may be selected in each category is provided in enclosure (3).
4. Unless expressly authorized or required by me or higher authority, neither you nor any member of the board or administrative support personnel may disclose the proceedings, deliberations, or recommendations of the selection board. However, I may provide the recommendations of the selection board to the senior flag officer responsible for recommending community assignments and to senior community detailers to the extent necessary to facilitate community assignments. All board members and administrative support personnel must comply fully with these requirements, and I expect you to emphasize the need for strict confidentiality.
5. In order to continually improve the selection board process, you are directed to offer written feedback regarding the guidance contained in this precept at the selection board call out with me. Your feedback should include, for example, whether the precept guidance was sufficiently direct, clear, and concise to assist you and the other board members in your duties as board members.


W. F. MORAN

BOARD MEMBERSHIP
NOVEMBER 2014 LATERAL TRANSFER/REDESIGNATION SELECTION BOARD

1. November 2014 Lateral Transfer/Redesignation Selection Board:

CAPT Bruce A. DeRenski, USN, 1120 (President)
CAPT Todd J. Squire, USN, 1710
CAPT Clarence Thomas, Jr., MSC, USN, 2300
CAPT David A. Bondura, USN, 1810
CAPT Jacqueline R. Finch, USN, 1710
CAPT John A. Christensen, USN, 1440
CAPT Philip W. Yu, USN, 1710
CAPT Mery A. S. Katson, USN, 1200
CAPT Joseph B. Hornbuckle, USN, 1510
CAPT John F. Zrembski, USN, 1520
CDR Tuan N. Pham, USN, 1830
CDR Sonya Cox, USN, 1820
CDR Elissa J. Smith, USN, 1650
CDR Ronald J. Rutan, USN, 1440
CDR Thomas M. Sandoval, USN, 1110
CDR Lisa M. Sullivan, USN, 1510
CDR Nathaniel R. Straub, CEC, USN, 5100
CDR Johnetta C. Thomas, SC, USN, 3100
CDR Timothy B. Moore, USN, 1310
CDR Steven M. Curry, USN, 1650
CDR Jeremy L. Duehring, USN, 1200
CDR Jody M. Powers, USN, 1800
CDR Christopher J. Kreier, USN, 1310
CDR Amanda A. M. Hawkins, USN, 1320
CDR Matthew M. Mazat, USN, 1120
CDR Robert S. Smith, USN, 1200
LCDR Emily A. Cathey, USN, 1110
LCDR Michael K. Fontaine, USN, 1110
LCDR Delmy M. Robinson, USN, 1200
LCDR Jerremy T. Rorick, USN, 1130

2. CDR Jason A. Neal, USN, will act as recorder with the following personnel acting as assistant recorders:

LCDR Brian P. Walsh	LCDR John P. Babick
LCDR Tyrone C. Turner	LT Kacey M. Bowman
LT Joelson S. D. Rollan	

The recorder or an assistant recorder will be present during all deliberations.

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

CWO3 Mitchell D. Allen	LT Shane T. Wright
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BOARD MEMBERSHIP
NOVEMBER 2014 LATERAL TRANSFER/REDESIGNATION SELECTION BOARD

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

RDML David F. Steindl	Ms. B. J. Callis
CAPT Bradley J. Cordts	Mr. James C. Clemmons
CAPT Paul L. Dinius	Ms. Linda M. Coffield
CAPT Mark C. Holley	Mr. John R. Crotts
CAPT Donald G. May	Mr. Joseph C. Delfoe, Jr.
CAPT Henry P. Roux, Jr.	Mr. Jeremy L. Fisher
CDR Steven J. Skretkowicz	Mr. Dennis Garza
CDR Jeffrey R. Vignery	Mr. William H. Green
CDR Jason L. Webb	Mr. Keith Grover
LCDR Price W. Balderson	Mr. Richard M. Hammer
LCDR Kristopher M. Brazil	Mr. Jim Hammerich
LCDR Willie D. Brisbane	Mr. Dave Hard
LCDR Christopher J. Garner	Ms. Dorothy C. Harris
LCDR Hope D. Hair	Ms. Marlene V. Harrison
LCDR Omar A. Hair	Mr. Max H. Hodge
LCDR Matthew M. Langreck	Mr. Michael Jennings
LCDR Leon M. Leflore	Mr. Juan J. Jimenez
LCDR Andrew M. McGinly	Mr. Steven P. Jones
LCDR Corbin M. Reynolds	Ms. Shu J. King
LT Jodi M. D. Biermann	Ms. Kim E. Kirk
LT Matthew S. King	Ms. Karen M. Kumnick
LT Maura K. Leary	Ms. Nancy G. Langford
LT Robert A. McRight	Mr. David B. Lanham
LT Shane T. Wright	Mr. James D. Law
LT Van E. Stewart	Ms. Diane L. H. Lofink
LT Robert C. Yawn, Jr.	Mr. Joseph F. Maceira
CWO3 Mitchell D. Allen	Mr. Donald P. Marshall
PSCM(SW/AW) C. E. Christiansen	Mr. Paul D. Martin
PSCM(AW) Robert A. Ferrari	Mr. Paul L. Martin
PSC(SW/AW) Patrick R. Harris	Mr. Richard P. Mason
YNC(SS) Ja'Ron W. S. Wall	Ms. Lynda C. McKinney
YNC(SW/EXW) James E. Ziegler, Jr.	Mr. William H. Mummert
AM1(AW) Mark J. Beckmann	Mr. Corey A. Nichols
LS1(AW/SW) Kedrick D. Cockrell	Mr. Tommy D. Owens
YN2(SW/AW) Alexis P. Williams	Ms. Doris A. Pembroke
LN2 Steven J. Cooney	Mr. Scott S. Perry
LN3 Lauren M. Hauck	Mr. Durand C. Peterson
Mr. Rodger Abernathy	Mr. James A. Price
Mr. Daryl L. Ballard	Mr. Stephen R. Ranne
Mr. James M. Barlett	Ms. Amy C. Ray
Mr. Julion A. Bend	Mr. Stanley Robinson
Mr. Robert C. Black	Mr. Jay A. Rublaitus
Mr. Brian D. Bourne	Ms. Lynn Saarinen
Ms. Danielle A. Bryant	Mr. Tony V. Sanders
Mr. Doug Burgess	Ms. Edna M. Shannon

BOARD MEMBERSHIP
NOVEMBER 2014 LATERAL TRANSFER/REDESIGNATION SELECTION BOARD

Mr. Antoine Sharp
Mr. Gary E. Smart, Jr.
Mr. Thor Smith
Ms. Ruby D. Snowden
Mr. Larry Sokoloski
Mr. Lee K. Staley
Mr. Tim Suich
Ms. Jennifer M. Summers
Mr. Jim C. Tanner
Ms. Elizabeth A. Vaughn
Mr. Carl R. Waelde
Mr. Jeffery D. Walker
Ms. Jessica Whitfield
Mr. Bob T. Wilkinson
Mr. Ed Willard
Ms. Deborah A. Wilson
Mr. Wiley P. Winter
Ms. Mindee M. Wolven
Mr. Christopher J. Zaller

FY-15 LATERAL TRANSFER/REDESIGNATION SELECTION BOARD GUIDANCE

<u>Appendix</u>	<u>Subject</u>
A	General Guidance <ul style="list-style-type: none">- Duties of the Board President- Board Proceedings- Marital Status- Leadership of Diverse Organizations- Area Tours- Adverse Information
B	Best and Fully Qualified Selection Standard <ul style="list-style-type: none">- Fully Qualified- Best Qualified
C	Equal Opportunity Guidance <ul style="list-style-type: none">- Addresses Equitable Consideration for All Officers
D	Board Reports <ul style="list-style-type: none">- Addresses Content and Routing of Selection Board Reports
E	Oaths <ul style="list-style-type: none">- Provides Oaths for Board Members, Recorder, Assistant Recorders, and Administrative Support Personnel

APPENDIX - A

GENERAL GUIDANCE

1. Duties of the Board President. The president of 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 officers whom the majority finds best qualified to meet the needs of the Navy.
2. Board Proceedings. The following directions apply to all board proceedings:
 - a. Each of you (president, members, recorder, assistant recorders, and administrative support personnel) is responsible for maintaining the integrity and independence of this selection board, and for fostering the careful consideration, without prejudice or partiality, of all eligible officers.
 - b. You must pay particularly close attention to the rules governing communications with and among other board members, the information authorized to be provided 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 precludes from consideration by a selection board. You are to base your recommendations on the material in each officer's military record, any information I have provided to the board and any information about his or her own record communicated to you by individual eligible officers in accordance with regulations I have issued.
 - d. 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 by law or Navy Regulations 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 under the provisions of Navy Regulations.
 - e. 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 circumstances which resulted in the removal of the report.

f. I am the only person who may appear in person to address you on other than administrative matters. All communications with this board, other than those that are clearly administrative, must be in writing, given to each of you, and made part of the board's record. I have designated in writing those persons authorized to provide routine administrative information to you.

g. To ensure impartiality, you may not visit or communicate with detailers, placement officers, community managers, or any candidate immediately prior to or during the selection board. Communications of any kind or method with outside parties (i.e., other than board members, recorder, assistant recorders, board sponsors, and administrative support personnel) before, during, or after the board relating in any way to the selection board or its proceedings are prohibited. Questions concerning the propriety of any communications prior to the board should be addressed to the board sponsors. Proceedings, deliberations, or recommendations of the selection board may not be disclosed unless expressly authorized or required by me or higher authority.

h. Before the report of the continuation selection board is signed by each board member, recorder, and assistant recorder, the recommendations and proceedings 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 and the public release has been made, only the recommendations of the board may be disclosed. Procedures and processes of the board may be discussed only in general terms. The disclosure of recommendations and proceedings of the board are governed by Navy Regulations. The proceedings of the board may not be disclosed to any person not a board member, recorder, or assistant recorder, except to request relief from board duties in accordance with the law and Navy Regulations.

i. 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 you believe 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, you have a duty to request from me or the Secretary of the Navy relief from your 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. Leadership of Diverse Organizations. Our differences give us the strength, courage, and creativity necessary to accomplish our mission in, and meaningfully contribute to, an ever-changing world. The ability to maintain current and future readiness requires that we understand our differences, and recognize the valuable contributions our differences make to the Department of the Navy and to our Nation. As we build the Navy of the 21st Century we must be able to operate successfully, and with credibility, across our Nation and in a challenging multi-cultural world. When reviewing an officer's potential for lateral transfer/redesignation, consider that the Navy benefits when the officer corps possesses a broad spectrum of experience, background, perspective, innovative talent, and a depth and breadth of vision, drawn from every facet of the society it serves and understanding of the world within which it operates. The Navy needs innovative and bold leaders who think creatively, challenge assumptions, and take well-calculated risks that maximize effectiveness. Today's Navy is composed of men and women representing dozens of different ethnic groups and literally hundreds of cultural heritages. Similarly, our allies, partners, and friends across the globe represent a broad range of experience, backgrounds, perceptions, and understandings - regionally, nationally, or through agreements. To be effective, the Navy officer corps must draw upon its rich diversity of experience, backgrounds, perspective, innovative talent, and depth and breadth of vision. You should give careful attention to selecting officers who possess these valuable attributes and have demonstrated the potential to lead large organizations in a complex world composed of men and women coming from widely varying backgrounds. The Navy's ability to meet this leadership challenge depends, in part, on having leaders for, and from, our entire Navy who reflect our very best, including performance, background, professional experience, education, and the spectrum of professional communities. These are factors for you to consider in selecting officers who are best and fully qualified for selection.

5. 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.

6. 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. 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 character and resilience of the individual and his or her ability to learn and grow from that experience. Where an officer has performed exceptionally well subsequent to a reportable incident, I consider that test to be substantially met. In selecting the best and fully qualified officers to meet the future needs of our Navy, do not 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.

APPENDIX - B

BEST AND FULLY QUALIFIED SELECTION STANDARD

1. Fully Qualified. All officers recommended for selection must be fully qualified; that is, each officer recommended must be capable of performing the duties of their current grade. Officers that 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 Department of Defense (DoD) ethical standards, physical fitness, and loyalty to the Navy core values.

b. The Navy is composed of men and women representing dozens of different ethnic groups and hundreds of cultural heritages. Fully qualified officers must be capable of leading personnel from a widely varying backgrounds and mentoring a diverse workforce 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, and education.

2. Best Qualified. Among the fully qualified officers, you must recommend for selection the best-qualified officers. The following three core considerations should guide your recommendations. Members assigned to brief individual records are expected to use these considerations to guide their briefs' review and structure. Each board member is expected to apply this guidance when deliberating and voting. Considerations are:

a. Proven and Sustained Performance

(1) You are required to pick the best officers. Proven and sustained superior performance in command or other leadership positions in difficult and challenging joint and in-service assignments, is the ultimate test of fitness for selection. This is the number one factor that should guide your recommendations.

(2) When applying this factor you must consider that the future Navy and joint force leadership will comprise a mix of officers that have excelled in both traditional career paths and

alternate career paths. You must consider the critical competency/skill sets developed by officers who have excelled in alternate career paths.

(3) Our dynamic Navy requires equal consideration to those who have served in non-traditional, combat-related, and nation-building roles. Successful performance and leadership in combat conditions demonstrate exceptional selection potential and should be given special consideration.

(4) You should also consider for selection those officers possessing the education, experience, and language skills that help improve the Navy's cultural awareness. You should also consider for selection those officers demonstrating mentoring skills which enhance the professional development of the Navy's future leaders and the cultural diversity of the Navy.

b. Education/Personal and Professional Development

(1) You shall favorably consider Professional Military Education (PME), relevant graduate education, and experience in specialized areas. Best and fully qualified candidates seek opportunities to improve performance by increasing their knowledge throughout their careers. The PME Continuum integrates four components of education: Advanced Education, Navy-Specific Professional Military Education (NPME), Joint Professional Military Education (JPME), and Leadership Development.

(2) Obtaining and Applying advanced education in subspecialty tours, and achieving specialized skills as reflected in Additional Qualification Designator Codes (AQDS) are significant career achievements.

c. Individual Augmentee (IA)/Overseas Contingency Operations Consideration (OCO) (also known as GSA)/Irregular Warfare/Afghanistan-Pakistan Hands (APH) Program Assignment

(1) The board shall give favorable consideration to those officers who have displayed superior performance while serving in IA/GSA/APH assignments in direct support of OCO, Irregular Warfare, and the National Defense Strategy 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 should be retained and used for future application. IA/GSA/APH assignments may not be typical of the officer's traditional community career path, but are considered vital to the successful joint prosecution of OCO, Irregular Warfare, and the National Defense Strategy.

(2) Due to operational demands, IA/GSA/APH assignments may result in an officer missing the opportunity to serve in 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 the officers' records.

APPENDIX - C

EQUAL OPPORTUNITY AND DIVERSITY 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. Discrimination on any of these bases is contrary to the Department's core values of honor, courage, and commitment. 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 of every race, religion, color, gender, and national origin are given fair and equitable consideration.
2. Your evaluation of all officers must be fair and equitable. 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.
3. The Navy benefits when we capitalize on the diverse experience, perspective, innovative spirit, background, and ideas in our ranks. Diversity is not founded on statistics, percentages, or quotas. Diversity is about achieving peak performance. Our Navy should draw upon the entire possible set of talents and backgrounds to maximize our warfighting capability, innovate to address new threats and challenges, and take advantage of emergent opportunities.
4. The Navy has assigned some officers outside of traditional career development patterns (e.g., institutional instructors, diversity officers, recruiting, and equal opportunity billets). These assignments, though greatly beneficial to the Navy, may have foreclosed to the officers so assigned opportunities available to other officers. 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. Such assignment practices should not prejudice the selection of these men and women; to do so may deny the Navy the diversity of talent, background, and experience we should seek and which is necessary for sustained success in our changing world. Successful performance of duties is the key in measuring an officer's potential for selection; duty performed well by men and women affected by such utilization policies or practices should be given weight equal to duty performed well by an officer not affected by such policies or practices.

5. This guidance shall 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

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, members, recorder, and assistant recorders. It shall contain the following items:

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

b. Each board will certify:

(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 record of each officer whose name was furnished to the board;

(6) The officers 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 officers whose names were furnished to the board;

(7) The officers recommended for selection, including those who had adverse information provided to the board, are, in the opinion of the majority of the members of the board, fully qualified and among the best qualified to meet the needs of the Navy among those officers whose names were provided to the board, consistent with the exemplary conduct requirements of section 5947 of title 10, U.S. Code, which states:

"All commanding officers and others in authority in the naval service are required to show in themselves a good example of virtue, honor, patriotism, and subordination; to be vigilant in inspecting the conduct of all persons who are placed under their command; to guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Navy, all persons who are guilty of them; and to take all necessary and proper measures, under the laws, regulations, and customs of the naval service, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge";

(8) 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

(9) You understand that, except as authorized by DoD Instruction 1320.14 and sections 613a, 616(e), 14104, or 14108 (d) of title 10, U.S. Code, you may never disclose the proceedings and deliberations of the board to any person who is not a board member, recorder, or assistant recorder.

- c. A list of all officers eligible for consideration.
- d. A list of all officers recommended for redesignation.
- e. A list of all officers recommended for transfer into the Regular Navy.
- f. Precept.
- g. Such other lists as the board may deem necessary.

2. The report shall be forwarded for approval to the Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) (N1), via the Deputy Chief of Naval Personnel.

APPENDIX - E

OATHS

1. The president of the board(s) shall administer the following oath or affirmation to the recorder and assistant recorders:

"Do you, and each of you, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and you will not divulge the proceedings of this board except as authorized or required by the Secretary of the Navy or higher authority, so help you God?"

2. The recorder shall then administer the following oath or affirmation to the members of the board(s):

"Do you, and each of you, solemnly swear (or affirm) that you will perform your duties as a member of this board without prejudice or partiality, having in view both the special fitness of officers and the efficiency of the Naval Service, and you will not divulge the proceedings of this board except as authorized or required by the Secretary of the Navy or higher authority, so help you God?"

3. The recorder shall then administer the following oath or affirmation to administrative support personnel:

"Do you, and each of you, solemnly swear (or affirm) that you will not divulge the proceedings of this board except as authorized or required by the Secretary of the Navy or higher authority, so help you God?"