UNITED STATES DEPARTMENT OF COMMERCE
National Oceanic and Atmospheric Administration
OFFICE OF MARINE AND AVIATION OPERATIONS
Silver Spring, Maryland 20910

MAY 3 2019

MEMORANDUM FOR: Chair, Officer Personnel Board

FROM: Rear Admiral Michael J. Silah, NOAA
Director, NOAA Corps

SUBJECT: Precept for Commander Selection Officer Personnel Board

Formation, Composition, and Function:

1. Pursuant to NOAA Corps Directives Chapter 4, Part 2, I am appointing the members listed in Section 8 herein, to an Officer Personnel Board (OPB). The members of this OPB will consider officers for promotion to the rank of commander.

2. 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. It is absolutely essential that your evaluation afford each eligible officer fair and equitable consideration.

3. This OPB shall proceed in accordance with the NOAA Corps Directives, Chapter 4, Part 2, and the guidance contained in this precept.

4. The OPB's criteria for selection should include performance, leadership ability, management ability, professional development, and breadth of experience. The NOAA Corps' operational excellence requires an array of skills and expertise. The officers you recommend should be those who have demonstrated by past performance that they retain the qualities necessary to lead and manage NOAA's programs and the officers of the NOAA Corps. The OPB is required to review all OPF data from the last five years and all Officer Evaluation Reports/Fitness Reports.

   Command/Executive Officer at sea, ashore, or in the air is an indication of an officer's operational and leadership capabilities, and strong consideration should be given to those officers that demonstrate the potential to take on the heavy demands, risks, and responsibilities required, subject to the considerations laid out in Appendices A and B. Strong consideration should be given to officers that have proven the ability to lead NOAA and OMAO into the future, especially by bringing operational and/or technical expertise into management decision making, developing our workforce, and supporting a mission ready fleet.

5. The promotion zone shall consist of fifteen (15) lieutenant commanders on the lineal list commencing with the most senior officer in the grade of lieutenant commander; namely,

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LCDR Tracy L. Miller and those fourteen (14) officers junior thereto who have not been previously selected for promotion nor have an approved voluntary retirement or separation. In addition, there are four (4) officers above zone.

The OPB shall recommend the ten (10) best qualified officers for promotion.

6. Subject to existing law, directives, and the oath taken, each OPB member is to be governed by his/her own judgment when giving weight to the broad qualification criteria, which are contained in NOAA Corps Directives, Section 04303. Please pay specific attention to Appendix A, Sections, 2 and 5 when discussing information about the officer and considering the material supplied to you. You should emphasize to the members of the OPB the importance of their obligation to confine themselves to facts of records. At the end of your deliberations, all members must be able to say that the officers recommended for promotion are in the opinion of at least a majority of the OPB, the best qualified to carry out the duties and responsibilities of the rank for which they are selected.

7. The OPB shall convene at 0830 on Tuesday, May 7, 2019, or as soon thereafter as practicable, at OMAO, 8403 Colesville Road, Suite 500, Large Conference Room, for the purpose of considering all officers in the rank of lieutenant commander who are eligible for consideration for promotion to the rank of commander. Members of the OPB shall swear or affirm that they will, without prejudice or partialities, and having in view both the records of the officers and the efficiency of the NOAA Corps, perform the duties imposed upon them.

8. The following officers will comprise the OPB membership:

   Voting Members:

   Captain Joe C. Bishop, NOAA – Chair
   Captain Christiaan H. van Westendorp, NOAA
   Captain Catherine A. Martin, NOAA
   Commander Keith A. Golden, NOAA
   Commander Amanda L. Goeller, NOAA

   The following non-voting members are authorized to assist the OPB as needed:

   Captain Devin R. Brakob, NOAA - Director, Commissioned Personnel Center (CPC)
   Jason A. Merriweather - Deputy Director, CPC
   Katherine P. Raymond – Chief, Officer Personnel Management Division (OPMD)
   Commander Jeffrey C. Taylor, NOAA - Chief, Officer Career Management Division
   Tracey M. Peterson – Human Resource Specialist, OPMD
   Lieutenant Commander Laura L. Gibson, NOAA - Staff Officer, OPMD

9. The OPB shall submit a report in writing signed by all members of the OPB. Except for the report of this OPB, the proceedings of the OPB will not be disclosed to any person

not a member of the OPB. You will direct the members of the OPB that their recommendations and deliberations will be kept confidential and any violation of the confidentiality of the OPB may result in disciplinary action.

APPENDIX - A
GENERAL GUIDANCE

1. Duties of the OPB Chair.

The chair of the OPB is appointed by me and shall perform prescribed administrative duties. The chair has no authority to constrain the OPB from recommending for promotion those fully qualified officers whom the majority finds best qualified to meet the needs of the NOAA Corps.

2. OPB Proceedings. The following directions apply to all board proceedings:

a. Each of you (chair, voting members, and CPC non-voting members) is responsible for maintaining the integrity and independence of this OPB, and for fostering careful consideration, without prejudice or partiality, of all eligible officers. NOAA Corps Directives and this precept provide specific rules governing the conduct of OPBs and the actions of OPB members.

b. You must pay particularly close attention to the rules governing communications with and among other OPB members, the information authorized to be provided to you, and the procedures you should follow if you believe that the integrity of this OPB has been improperly affected.

c. You may not receive, initiate, or participate in communications or discussions involving information that NOAA Corps Directives and/or this precept preclude from consideration by an OPB. You are to base your recommendations on the material in each officer's Officer Personnel Folder (OPF) and any information I have provided to the OPB in accordance with NOAA Corps Directives.

d. To ensure the integrity of the board process, it is imperative that you advise the OPB Chair or me of any relationship you have with any eligible officer that may affect the perceived integrity of the board. Such relationships include, but are not limited to, spousal, immediate relative by blood, marriage, adoption, significant other, other intimate partner, ex-family member, business relationship, or an accuser/accused in misconduct/discipline proceedings of any kind. If you have any doubts or reservations, err on the side of disclosing the relationship. This is a continuing obligation throughout the board proceedings. If necessary, take such action necessary to protect the integrity of the board process as outlined in paragraph 2.f below.

e. Before the report of the OPB is signed, the recommendations and proceedings may be disclosed only to members of the OPB and those administrative support personnel I have designated in writing. After you sign the OPB report and the public release has been made, only the recommendations of the OPB may be disclosed. Procedures and processes of the OPB may be discussed only in general terms. The proceedings of the OPB may not be disclosed to any person not an OPB member.

f. If at any time you believe that you cannot in good conscience perform your duties as a member of the OPB without prejudice or partiality, you have a duty to request relief by me from this duty. I will consider any such request. If you believe that the integrity of the OPB's proceedings has been affected by improper influence, misconduct by the OPB Chair or a member, or any other reason, you have a duty to request from me relief from your obligation not to disclose board proceedings and, upon receiving it, to report the basis for your belief.

3. Marital Status/Spouse.

OPBs are prohibited from considering the marital status of an eligible officer or their spouse's race, religion, color, sex (including gender identity), sexual orientation, national origin, employment, education, or volunteer service.

4. Leadership of Diverse Organizations

a. 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 our organization. When reviewing an officer's potential for the next higher grade, consider that the NOAA Corps 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 NOAA Corps needs innovative and bold men and women leaders to lead, think creatively, challenge assumptions, and take well-calculated risks that maximize effectiveness.

b. Our NOAA Corps is composed of men and women representing a variety of different ethnic groups and cultural heritages. To be effective, the NOAA Corps must draw upon its 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 NOAA Corps' ability to meet this leadership challenge depends, in part, on having leaders for, and from, our entire organization 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 qualified for selection.

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 OPF when determining those officers who are best qualified for promotion. Adverse information may reflect negatively on an officer's suitability for promotion and future service in

positions of greater responsibility and trust. OPB members must give careful consideration to each incident. For those eligible officers who are recommended for promotion and who have received disciplinary action, every OPB member shall review the information contained therein personally prior to the final OPB recommendations.

b. While the NOAA Corps is, and will remain, a service of the highest standards and strict accountability, we do not embrace blind adherence to a zero-defect mentality. Careful scrutiny of the adverse information at issue and the officer's overall record is necessary to ensure the OPB recommends the officers best qualified for promotion.

APPENDIX - B

EQUAL OPPORTUNITY AND DIVERSITY GUIDANCE

1. The NOAA Corps is dedicated to equality of treatment and opportunity for all personnel without regard to race, religion, color, sex (including gender identity), sexual orientation, or national origin. Discrimination on any of these bases is contrary to the NOAA Corps' values. We strive to maintain a professional working environment in which an individual's race, religion, color, sex (including gender identity), sexual orientation, or national origin will not limit his or her professional opportunities. Accordingly, within this OPB's precept to determine the officers who are best qualified, you must ensure that officers of every race, religion, color, sex (including gender identity), sexual orientation, 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 promotion 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. This includes his or her ability to successfully lead a diverse organization, the overriding factor being performance of duties as they were assigned.

3. The NOAA Corps 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 NOAA Corps should draw upon the entire possible set of talents and backgrounds to maximize our capability, innovate to address new challenges, and take advantage of emergent opportunities.

4. Some officers have been assigned outside of traditional billets. Such assignment practices should not prejudice the selection of these officers for promotion; to do so would deny the NOAA Corps the diversity of talent, background, and experience we seek, and which is necessary for sustained success in our changing world. Successful performance of duties assigned, both in operational and shore/staff billets, should be evaluated for promotion potential for the next higher rank and be focused on the criteria of performance, leadership ability, management ability, professional development, and breadth of experience.

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, sex (including gender identity), sexual orientation, or national origin.