COMNAVRESFORCOMINST 1412.1H
N7
1 Oct 2024

COMNAVRESFORCOM INSTRUCTION 1412.1H

From: Commander, Navy Reserve Forces Command

Subj: NAVY RESERVE ECHELON IV/V SHORE COMMAND QUALIFICATION
PROGRAM

Ref: (a) OPNAVINST 1412.14
        (b) NAVEDTRA 43075-A
        (c) MILPERSMAN 1301-812
        (d) USFF AT OPORD 3300-15

Encl: (1) Member Qualification Card
        (2) Sample Nomination Letter
        (3) Sample Command Qualification Oral Board Recommendation Letter
        (4) Sample Remedial Nomination Letter

1. Purpose. To define and promulgate command qualification standards, requirements, and procedures for officers commanding Navy Reserve echelon IV/V shore commands as required by reference (a).

2. Cancellation. COMNAVRESFORCOMINST 1412.1G

3. Discussion. Command, regardless of its scope or nature, is challenging and places an extraordinary demand on the professional skills of selected individuals. The Navy Reserve's ultimate measure of success is its ability to provide strategic depth and deliver operational capabilities to the Navy and Marine Corps team and Joint forces, in times of peace or war. The Navy Reserve can only accomplish its mission with Commanding Officers (CO) who consistently demonstrate the highest levels of ethical compliance, resource management, judgment, and leadership.

4. Applicability. This instruction applies to officers seeking command of Navy Reserve echelon IV/V shore commands under the Administrative Control (ADCON) of Commander, Navy Reserve Forces Command (COMNAVRESFORCOM), including Navy Reserve Region Readiness and Mobilization Commands (REDCOM), Mobilization and Deployment Support Command (MDSC), Navy Reserve Professional Development Center (NRPDC), and Navy Reserve Centers (NRC). Officers who have qualified, and successfully screened for command or major command, with another community, retain the same status within the Navy Reserve and can be detailed accordingly to echelon IV/V shore commands; they do not need to complete Command Qualification or a Command Administrative Screening Board as outlined in this Instruction.

Note: This exception does not apply to those screened for Navy Reserve Readiness Unit (NRRU) Command as that process screens for the administrative position of NRRU CO only.

5. Requirements Prior to Command Administrative Screening. Preparation for command is an iterative process that builds upon experience, qualifications, judgment, and knowledge acquired during previous tours. Enclosure (1) shall be completed in preparation for the command qualification process as outlined in this instruction and prior to conducting a Command Qualification Oral Board (CQOB). Reference (b), while not required, may be utilized as a good source of information in preparing for command qualification.

   a. Command candidates shall meet all requirements as outlined in reference (c).

   b. Command candidates must successfully complete a CQOB and be designated in writing as "Qualified for Command" by the Chairman of the CQOB as specified in paragraph 6 below. Officers who successfully complete a CQOB through another community's process are not required to complete a separate CQOB, but must send documentation of the CQOB to Commander, Navy Personnel Command (COMNAVPERSCOM) (PERS-46).

   c. O-5 and below CQOB candidates pursuing command selection for Navy Reserve echelon IV/V commands shall be Training and Administration of Reserve (TAR), Active Component (AC), or Selected Reserve (SELRES) officers in the Unrestricted Line (URL), Human Resources (HR), Supply Corps, or Aviation Maintenance Duty Officer (AMDO) communities.

   d. O-6 CQOB candidates should have previously been selected for retention beyond their first gate to qualify for echelon IV command.

6. CQOB. The CQOB is a prerequisite for Command Administrative Screening Board consideration. REDCOM commanders are responsible for coordinating the CQOB process for their areas of responsibility. Due to the concentration of post-command experience at the echelon II/III level, the COMNAVRESFORCOM Chief of Staff (COS) is authorized to coordinate CQOBs in-house for those officers on Commander, Navy Reserve Force, COMNAVRESFORCOM, Commander, Naval Air Force Reserve, and MDSC staffs who desire command qualification. Other Navy Reserve echelon IV commands may execute CQOBs if desired, but must comply with all eligibility, board membership, procedural requirements, and general guidance outlined in this instruction.

   a. Request for a CQOB to a REDCOM or other Navy Reserve echelon IV command shall be made through the officer's reporting senior. The reporting senior will verify the candidate has met the established requirements for command and send a nomination letter to the echelon IV commander requesting a CQOB per enclosure (2). Upon receipt of a nomination letter, the echelon IV commander will designate a CQOB Chairperson to convene the board at a time and place convenient for the board members and the candidate. Echelon II/III staff officers pursuing a CQOB shall make the request to the COMNAVRESFORCOM COS via their Deputy COS.

   b. No members of the CQOB will be the candidate's immediate supervisor or CO.

c. All O-6 TAR officers that are in command or post-command can be designated CQOB Chairpersons and may establish and convene CQOBs as directed by the REDCOM commander, COMNAVRESFORCOM COS or other Navy Reserve echelon IV commanders. All CQOBs will be composed of three or more officers in command or post-command, to include the Chairperson, who are senior to the officer being considered. The Chairperson must be the senior board member. CQOBs for O-6 candidates may employ O-6s as CQOB members.

d. CQOB shall focus on mission execution, including resource and personnel management, and mission prioritization. Additionally, the board shall include scenario-based vignettes which foster discussion and demonstrate competency in sound decision making, ethics, and adherence to Navy Core Values. Echelon IV commanders should standardize the board process for their respective commands and avoid utilizing the board solely as a measure of candidates' Navy Reserve management technical proficiency. A thorough evaluation of the officer's character is critical to the Command Qualification Program and should yield an assessment of a candidate's overall potential for future success as a CO.

e. Upon completion of deliberations, the CQOB chairman will report the board's proceedings through a CQOB recommendation letter per enclosure (3).

(1) For officers found "Qualified for Command", the board chairman will sign a letter setting forth the findings of the board and send to the candidate via the candidate's reporting senior, with copies to the command's Immediate Superior in Command (ISIC), REDCOM (if applicable), COMNAVRESFORCOM (N7), all board members and COMNAVPERSCOM (PERS-46).

(2) For officers found "Not Qualified for Command," the board chairman will sign a letter detailing the board's findings and a remedial plan for the candidate per enclosure (3).

(a) Once the remedial plan is completed, the Officers found "Not Qualified for Command" may request another CQOB to a REDCOM or other Navy Reserve echelon IV command through the original CQOB Chairman per enclosure (4).

(b) Remedial CQOB members will meet the requirements in paragraph 6.c and shall not be comprised of the original board members.

f. REDCOM Southeast Jacksonville shall coordinate CQOBs for officers stationed outside the continental United States in the United States Naval Forces Southern Command, United States Naval Forces Europe, United States Naval Forces Africa, and United States Naval Forces Central Command Areas of Responsibility (AOR).

g. REDCOM Southwest San Diego shall coordinate CQOB for officers stationed outside the continental United States in the United States Naval Forces Indo-Pacific Command AOR.

h. Officers unable to coordinate a CQOB directly with a REDCOM or other Navy Reserve echelon IV command due to extenuating circumstances may contact COMNAVRESFORCOM N7 directly for further guidance. Consideration for alternate CQOB execution methods, including virtual systems such as Flank Speed TEAMS, will be given to those members outside the contiguous United States, deployed or geographically isolated, where coordination with a REDCOM is difficult and a local board may be required.

7. <u>Command Administrative Screening Board</u>. The Command Administrative Screening Board will select those eligible personnel who are deemed fully qualified for command.

a. Bank Review (Re-Screen). Those officers whose records, in the opinion of a majority of the board members, indicate significant decline in performance, or which contain material subsequent to the last board or the board on which they were selected which casts doubt upon their qualifications for command, must be reported to the Deputy COMNAVPERSCOM. This report must include a recommendation regarding continuation as REDCOM, NRC, or NRPDC Command selects.

b. AC or SELRES officers in the URL, HR, Supply Corps, or AMDO communities who wish to be considered by the Command Administrative Screening Board must complete their CQOB and submit a request to be considered to COMNAVPERSCOM (PERS-46) with ISIC endorsement (for both AC and Reserve Component), and detailer endorsement (for AC only).

8. <u>Training Tracks for Prospective COs</u>. Following selection by the Command Administrative Screening Board and prior to assuming command, Prospective Commanding Officer (PCO) will attend the following courses. Inability to attend courses prior to command will require requests to be routed through COMNAVRESFORCOM (N7) for approval.

a. Attend Command Leadership Course (CIN: P-1B-0004) or Major Command Leadership Course (CIN: P-1B-0060), as appropriate, prior to assuming command as required by reference (a).

b. Attend Navy Reserve Center Commanding Officer course (CIN: R-7A-0010) prior to assuming command

c. Attend Navy Senior Leadership Legal Course (CIN: S-5F-0011) prior to assuming command.

d. Attend Navy Operational Support Center Commanding Officer Anti-Terrorism course (CIN: A-1B-0800) prior to assuming command.

e. For officers in paygrades O-5 and below, attend Naval Security Manager Course (CIN: S-3C-0001) prior to assuming command.

9. Exceptions. Command qualification and screening are mandatory, except when a waiver is recommended by COMNAVRESFORCOM.

    a. All command qualification and screening waivers must be approved by the Chief of Navy Personnel. COMNAVRESFORCOM will document why qualification and screening procedures cannot be met in the waiver request.

    b. COMNAVRESFORCOM can de-screen officers if they exhibit performance or behaviors contradictory to the standards expected of commanding officers.

10. Records Management. Records created as a result of this instruction, regardless of media and format, must be managed per Secretary of the Navy (SECNAV) Manual 5210.1 of September 2012.

11. Review and Effective Date. Per OPNAVINST 5215.17A, COMNAVRESFOR N7 will review this instruction annually around the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, Department of Defense, Secretary of the Navy, and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will be in effect for 10 years, unless revised or cancelled in the interim, and will be reissued by the 10-year anniversary date if it is still required, unless it meets one of the exceptions in OPNAVINST 5215.17A, paragraph 9. Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the need for cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.

M. J. STEFFEN

Releasability and distribution:
This instruction is cleared for public release and is available electronically only via COMNAVRESFOR website https://www.navyreserve.navy.mil/Resources/Official-RESFOR-Guidance/Instruction.

MEMBER QUALIFICATION CARD		
Command:		
Rate/Name of Sponsor:		
Date of Qualification:		
LEADERSHIP	**Trainee Signature/Date**	**Qualifier Signature/Date**
Discuss the importance of self-perception and who you can ask for honest feedback. When is it appropriate to ask for feedback? Do you ever become too senior to ask for feedback from subordinates?		
Explain the roles and responsibilities of unit leadership while an RC Sailor is on mobilization. Include the role of the CIAC.		
Describe your leadership style. What is your assessment of your own leadership abilities, your strengths and weaknesses, and how do you think your subordinates perceive your leadership style?		
Discuss your philosophy for delegation. What can the CO delegate? What programs or responsibilities can be delegated, and to who?		
How do subordinates gain the CO's trust? How can the CO facilitate the growth of trust throughout the command? How will you show others that they have gained your trust?		
Discuss CNO's expectations of the CO with respect to command responsibility, accountability, and authority. What does the "Charge of Command" say about these tenets of command?		
What are the roles of the CO, XO, and SEL? Explain how these three (Command TRIAD) complement each other in creating a safe, effective, productive, and rewarding work environment. How does the Command TRIAD influence overall command effectiveness?		
What is your definition of command climate? Describe the characteristics of a positive command climate and the impact on morale and the command's mission.		
State some of the actions that a CO can take/implement that foster an atmosphere of inclusiveness and mutual respect.		

Discuss the concept of unconscious bias and how it can negatively impact your command. How can you recognize unconscious bias in yourself and other unit leaders, and how can you change those biases and your subordinates' perceptions of those biases?		
Discuss how favoritism can negatively impact a unit's morale. How does the CO guard himself/herself against the perception of favoritism?		
ADMINISTRATION		
Describe the responsibility, accountability, and authority as they relate to the NRC CO.		
Discuss "By Direction Authority". How, when, and why would you use it and who would you authorize to sign on your behalf?		
What is your strategy for communicating with your ISIC?		
Who are the intended audiences for an evaluation or fitness report (e.g., the individual vs. a promotion board)? Explain performance trait marks, member trait average, summary group average, and report senior cumulative average (RSCA).		
Discuss how you would conduct mid-term counseling and annual performance feedback on performance evaluations and fitness reports.		
Discuss the importance of personnel recognition in the following instances: promotions, advancements, and civilian achievements. What award authority does an NRA CO have? What award authority does an NRAU CO have?		
How do awards impact unit morale, and what effects can they have on retention and advancements?		
DAPA		
Who manages the DAPA program? What DAPA assistance is available to TAR and SELRES?		
SAPR		
Who manages the SAPR program? Discuss how the NRAU assist the NRA with SARP program management.		

CMEO		
Who manages the CMEO program? What are the protected categories and discrimination areas that fall under the CMEO program? What is the difference between an informal and formal complaint? What is the CO's response time for a formal complaint?		
FAP		
Who manages the FAP program? What does this program do? What FAP services are available to TAR and SELRES?		
What is the criteria for "Satisfactory Participation" in the Navy Reserve? What constitutes a "good year"? What is the difference between a qualifying year and a satisfactory year? Define anniversary year?		
MANPOWER AND PERSONNEL		
Discuss AT, IDT, IDTT, ATP, ATFP, and RMP.		
Discuss ADOS and Recall Orders.		
Discuss COMNAVRESFORINST 1000.9 (series) and RESPERMAN 157-020.		
State the mission and overall responsibilities of an RPD.		
SECURITY		
Discuss some of the OPSEC implications of posting drill weekend schedules on web portals and social media. How can improper OPSEC procedures negatively impact operations?		
Discuss the Armed Watch Stander (AWS) program. How many qualified AWS are required at an NRC? Which NRCs are required to have the AWS program?		
Explain the operational impacts on orders for MRR, LOD, TNPQ, and TNDQ medical codes. What does it take to clear them?		
Describe PHOP and what services it can provide to TAR and SELRES Sailors. How would you encourage a Sailor to utilize it when you feel it is needed?		

LEGAL		
Explain what NJP authority is held by the NRC CO and the NRAU CO? Other than NJP, what types of discipline are available?		
CCC		
Discuss CCC duties, to include enlisted incentives eligibility, enlisted manning levels and terminology, enlisted promotion opportunities, and elements of the advancement examination final multiple score.		
Discuss tracking the NAT and PRISE-R Programs with the CCC.		
COMMAND PHILOSOPHY		
Using all the lessons learned from this qualification card process, draft and brief your command philosophy to your Reporting Senior as if you were the incoming CO.		

SAMPLE NOMINATION LETTER

From: Reporting Senior
To: REDCOM Commander or Navy Reserve Echelon IV Commander

Subj: NOMINATION FOR COMMAND ORAL BOARD IN CASE OF (NAME)

Ref: (a) COMNAVRESFORCOMINST 1412.1G

1. Per reference (a), (Name) is nominated for designation as "Qualified for Command". I request a Command Qualification Oral Board be designated to conduct the formal interview. (Name) is available for interview (Date).

2. (Name) has demonstrated the maturity, judgment, and professionalism required to succeed as a commanding officer ashore.

3. (Additional Comments)

4. Point of contact information for Command Qualification Board coordination:

Reporting Senior

Copy to:
Nominated Officer

SAMPLE COMMAND QUALIFICATION ORAL BOARD RECOMMENDATION LETTER

From: Command Qualification Oral Board Chairman
To: Nominee
Via: Nominee's Reporting Senior

Subj: COMMAND QUALIFICATION ORAL BOARD IN CARE OF (NAME)

Ref: (a) COMNAVRESFORCOMINST 1412.1G

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

1. Per reference (a), I served as board chairman on your Command Qualification Oral Board to determine your fitness for command. The board members included _____,
_____, and _____.

2. The board found you "Qualified for Command/Not Qualified for Command".

3. Comments (mandatory for "Not Qualified" determination).

Board Chairman

Copy to:
ISIC
Board Members
REDCOM/echelon IV Commander
COMNAVPERSCOM (PERS-46)
COMNAVRESFORCOM (N7)

SAMPLE REMEDIAL NOMINATION LETTER

From: Original CQOB Chairman
To: REDCOM Commander or Navy Reserve Echelon IV Commander
Via: Reporting Senior

Subj: NOMINATION FOR REMEDIAL COMMAND ORAL BOARD IN CASE OF (NAME)

Ref: (a) COMNAVRESFORCOMINST 1412.1G

1. Per reference (a), (Name) has completed the assigned remedial training plan and is nominated for designation as "Qualified for Command". I request a Remedial Command Qualification Oral Board be designated to conduct the formal interview. (Name) is available for interview (Date).

2. (Additional Comments)

3. Point of contact information for Command Qualification Board coordination:

                                        Chairman

Copy to:
Nominated Officer