2. **Field Screening Officer's (FSO) Report**. All applicants will have been interviewed by an FSO, a Judge Advocate designated to perform recruiting and interviewing functions, who has prepared a report for your consideration. You should carefully evaluate the FSO Report, giving special attention to the FSO's assessment of the applicant's potential for JAG Corps service. The narrative justifications for an FSO's recommendation are particularly important and lend meaning to the other elements of the FSO Report. Each FSO report includes an overall recommendation on selection according to the following tiered ranking system.

a. **Absolute must select**: a truly extraordinary applicant who is outstanding in all dimensions.

b. **Must select**: a strong applicant about whom the FSO is genuinely enthusiastic; possesses the key qualities and skills needed to make a positive impact on our people and mission.

c. **Recommended for selection**: an average applicant with no glaring weakness, but few significant strengths; has potential to develop into an effective Judge Advocate with training and development.

d. **Not recommended for selection**: an applicant about whom the FSO has reservations; does not currently have the qualities or skills our dual professions demand.

e. **Absolute do not select**: the applicant is clearly deficient in multiple respects; the FSO has severe misgivings; avoid selecting.

3. **Adverse Information**. The board must independently evaluate and weigh derogatory information presented to the board. The board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the board.

5. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different