



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

JAN 26 2021

From: Secretary of the Navy
To: Presidents, FY-23 Navy Reserve Captain Line Promotion Selection Boards

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

Ref: (a) FY-23 Active-Duty Navy and Reserve Officer and Chief Warrant Officer Promotion Selection Board Precept

Encl: (1) Board Membership
(2) Recorder and Assistant Recorders
(3) Administrative Support Staff

1. **Date and Location**

a. The promotion selection boards, consisting of you as presidents, the officers listed in enclosure (1) as members, the officers listed in enclosure (2) as recorders and assistant recorders, and the personnel listed in enclosure (3) as administrative support staff, are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, January 31, 2022, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter and the FY-23 Active-Duty Navy and Reserve Officer and Chief Warrant Officer Promotion Selection Board Precept, reference (a).

2. **Promotion Board Authorized Selections**

a. The total number of officers who may be recommended in each competitive category shall be the number that most closely approximates the percentage set forth below of in-zone eligible officers determined as of the date the boards convene. The Chief of Naval Personnel shall determine the number of in-zone eligible officers on the convening date, calculate the number that may be recommended for promotion under the percentages set forth in the FY-23 Navy Reserve Officer Promotion Plan, and furnish the number to the boards.

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

b. If the computation results in a fraction of a number of 0.5 or greater, that fraction is rounded up to the nearest whole number. If the computation results in a fraction of a number less than 0.5, that fraction is rounded down to the nearest whole number. The boards may recommend up to the number provided by the Chief of Naval Personnel.

<u>COMPETITIVE CATEGORY</u>	<u>PERCENT TO SELECT</u>
Unrestricted Line Officer	40
Unrestricted Line Officer (FTS)	47
Special Duty Officer (Human Resources)	50
Special Duty Officer (Human Resources) (FTS)	50
Engineering Duty Officer	57
Aerospace Engineering Duty Officer (Engineering)	50
Aerospace Engineering Duty Officer (Maintenance)	50
Aerospace Engineering Duty Officer (Maintenance) (FTS)	50
Special Duty Officer (Public Affairs)	50
Special Duty Officer (Strategic Sealift Officer)	50
Special Duty Officer (Foreign Area)	67
Special Duty Officer (Oceanography)	33
Special Duty Officer (Cryptologic Warfare)	57
Special Duty Officer (Information Professional)	50
Special Duty Officer (Intelligence)	42
Limited Duty Officer (Line)	50

3. Equal Consideration of Officers "In-Zone" and "Above-Zone."

As detailed above, the number of in-zone eligible officers is used only to calculate the total number of selects authorized. There are no individual zone selection limitations or expectations. Accordingly, in determining which officers are best and fully qualified for promotion, you are required to equally consider both above-zone and in-zone officers.

4. Consideration of Officers "Below-Zone." The board shall identify exceptional officers from below-zone and consider selecting them for promotion to the grade of captain. The board must ensure that these exceptional below-zone candidates are fully considered for promotion if they meet the best and fully qualified standard. A number not to exceed 10 percent of the total selections authorized for each grade and competitive category may be selected from below-zone unless the number

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

calculated is less than 1, in which case the number that may be selected from below-zone is 1.

5. Best and Fully Qualified Selection Standard

a. Fully Qualified. All officers recommended for promotion must be fully qualified; that is, each officer recommended must be capable of performing the duties of the next higher pay grade. Officers who do not meet that standard shall not be recommended for promotion. In this era of strategic competition, the Navy needs officers and leaders who are both skilled operators and skilled thinkers who have been exposed to an increasingly complex web of networks, people, and concepts. Our leaders must be evaluated for development of increasing talents in operational employment of naval capabilities, understanding of strategic competition, and exposure to the people, concepts, and educational experiences (including technology) to become transformational in the organization.

(1) Officers fully qualified for promotion demonstrate an appropriate level of both **competence**, as evidenced by a commitment to operational excellence and continual performance improvement, and **character**, as evidenced by the presence of the four core attributes of integrity, accountability, initiative, and toughness. Additionally, officers fully qualified for promotion adhere to Navy and Department of Defense (DoD) ethical standards, are physically fit, and demonstrate loyalty to the Navy core values.

(2) 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 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. This capability is demonstrated by an officer's willingness and ability to be open to the diversity of ideas, experiences, and backgrounds of others. Conversely, factors which demonstrate a lack of this ability include, but are not limited to: substantiated equal opportunity/equal employment

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

opportunity complaints and/or any substantiated finding of hazing, hostile work environment, or maltreatment.

b. **Best Qualified.** Among the fully qualified officers, you must recommend for promotion the best qualified officers within their respective competitive category. Proven and sustained superior performance in command or other leadership positions in difficult and challenging assignments is a definitive measure of fitness for promotion. Furthermore, successful performance and leadership in combat conditions demonstrate exceptional promotion potential and should be given special consideration. Each board member shall apply this guidance when deliberating and voting. Additionally, members will use the considerations below to guide their determination of the best qualified officers.

c. **Skill Requirements.** The Navy must focus on the skills mandated by current needs and on developing the professional competencies required in our future leadership. The Navy and joint force leadership need to comprise a diverse blend of male and female officers who have excelled in both traditional and specialized career paths. Give due consideration to demonstrated performance and expertise in the competency/skill listed in order of significance below. For amplifying information, refer to the competency/skill information, reference (b) to reference (a).

Unrestricted Line (11X5/13X5):

1. Operational Analysis (OA)
2. Navy Operational Planner
3. Naval Special Warfare (NSW) Experience
4. Mine Warfare
5. Expeditionary Warfare
6. Naval Strategist Subspecialty
7. Joint Experience
8. Requirements Management
9. Language, Regional Expertise, and Cultural (LREC) Experience
10. Education and Training
11. Space Cadre
12. Shore Installation Leadership

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO
CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-
STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE
GRADE OF CAPTAIN

Unrestricted Line (FTS) (11X7/13X7):

1. Financial Resource Management (FM)
2. Recruiting Leadership
3. Shore Installation Leadership
4. Naval Special Warfare (NSW) Experience
5. Operational Analysis (OA)
6. Joint Experience
7. Expeditionary Warfare
8. Navy Operational Planner
9. Cyber Operations and Planning
10. Unmanned Systems (UxS)

Human Resources (1205):

1. Operational Analysis (OA)
2. Requirements Management
3. Education and Training
4. Joint Experience
5. Financial Resource Management (FM)
6. Recruiting Leadership

Human Resources (FTS) (1207):

1. Operational Analysis (OA)
2. Financial Resource Management (FM)
3. Cyber Operations and Planning
4. Recruiting Leadership
5. Education and Training
6. Joint Experience

Engineering Duty Officer (14X5):

1. Acquisition Corps
2. Nuclear Weapons (NW) Technical Expertise
3. Unmanned Systems (UxS)
4. Cyber Operations and Planning
5. Space Cadre
6. Integrated Air and Missile Defense (IAMD)
7. Expeditionary Warfare
8. Financial Resource Management (FM)
9. Naval Strategist Subspecialty

Aerospace Engineering Duty Officer (Engineering)
(1515):

1. Acquisition Corps

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO
CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-
STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE
GRADE OF CAPTAIN

2. Financial Resource Management (FM)
3. Requirements Management
4. Space Cadre
5. Cyber Operations and Planning
6. Joint Experience

Aerospace Engineering Duty Officer (Maintenance)
(1525):

1. Acquisition Corps
2. Financial Resource Management (FM)
3. Education and Training
4. Requirements Management
5. Joint Experience
6. Expeditionary Warfare

Aerospace Engineering Duty Officer (Maintenance)
(FTS) (1527):

1. Acquisition Corps
2. Education and Training
3. Financial Resource Management (FM)
4. Expeditionary Warfare*
5. Joint Experience
6. Operational Analysis (OA)
7. Shore Installation Leadership

Public Affairs (1655):

1. N/A

Strategic Sealift (1665):

1. Expeditionary Warfare
2. Navy Operational Planner
3. Joint Experience

Foreign Area (1715):

1. Naval Strategist Subspecialty
2. Navy Operational Planner
3. Language, Regional Expertise, and Cultural
(LREC) Experience
4. Joint Experience
5. Attaché Duty

Oceanography (1805):

1. N/A

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

Cryptologic Warfare (1815):

1. Cyber Operations and Planning
2. Space Cadre

Information Professional (1825):

1. Cyber Operations and Planning
2. Space Cadre

Intelligence (1835):

1. N/A

Limited Duty Officer (Line) (6XX5):

1. Expeditionary Warfare
2. Joint Experience
3. Navy Operational Planner
4. Shore Installation Leadership
5. Education and Training
6. Naval Special Warfare (NSW) Experience

d. **Additional Considerations.** The following are additional considerations in determining the best qualified officers:

(1) **Competence.** In addition to proven and sustained superior performance in command or other leadership positions, competence also includes the following attributes:

(a) **Commitment to Operational Excellence.** Because Mission One for every officer is the operational readiness of our Navy, the best qualified officers will demonstrate an unrelenting commitment to operational excellence. This commitment will be evidenced by mastery of the skills critical to naval warfare. The Navy values service and superior performance on operational fleet and subordinate command staffs.

(b) **Continual Performance Improvement.** This attribute includes the use of data-driven insights and a clear embrace of a "perform to plan" mindset. It also includes evidence of instilling a culture of learning behavior in peers and subordinates and an openness to meaningful feedback.

(c) **Education and Professional Development.** The boards will actively seek those officers whose records reflect operational excellence and increasing education, and exposure to

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

strategic concepts. Strategic competition demands leaders who possess the ability to outfight and outthink the adversary.

i. In line with the Secretary of the Navy Memorandum "Continuous Learning for Naval Officers" dated August 26, 2021, the board shall give favorable consideration to those officers with relevant graduate education, experience in specialized areas, and Navy Professional Military Education and Joint Professional Military Education (JPME). In May 2018, the Unrestricted Line (URL) instituted a board selection process for in-residence graduate education programs. That board selection process ensures that URL officers with superior performance records are afforded the opportunity for in-residence graduate education. Cultivation of our best and brightest officers through in-residence learning enhances critical thinking skills with a direct correlation to enhanced warfighting expertise. Beginning with officers in year group 2015, in-residence graduate education will be required prior to assuming major command. In determining officers who are best and fully qualified for promotion, the board should give favorable consideration to officers who have obtained relevant graduate degrees while in-residence. Degrees earned through Department of the Navy funded Low-residency Graduate Education Programs (LGEP) fulfill the in-residence graduate education requirement.

ii. The Navy values completion of graduate education and development of a subspecialty. Degrees from the Naval Postgraduate School, the Naval War College or equivalent Service institutions, and civilian education programs that result in assignment of a subspecialty code or award of Additional Qualification Designation (AQD) codes are desirable. Proven expertise from an experience tour utilizing that subspecialty in necessary tours is both valued and fundamental to development of Navy leaders.

iii. The Navy values competitive scholarships and fellowships, examples of which include: Olmsted Scholar, Marshall Scholar, Rhodes Scholar, White House Fellowship, Secretary of Defense (SECDEF) Corporate Fellowship, Tours with Industry, Fleet Scholars Education Program, and Federal Executive Fellowships (e.g., politico-military and cyber).

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

iv. Best qualified officers seek opportunities to broaden their cultural awareness through experiences and education and to enable better communication in a global operating environment.

v. The Navy values the importance of Naval Reserve Officer Training Corps (NROTC), Officer Training Command (OTC), Recruit Training Command (RTC), and U.S. Naval Academy (USNA) duties in building and developing future Navy leaders. When reviewing an officer's qualifications for the next higher grade, you should give favorable consideration to NROTC/OTC/RTC/USNA assignments.

vi. Favorable consideration shall be given to the critical need for senior leaders who are Joint Qualified Officers (JQO) as documented by an AQD.

(d) Individual Augmentee (IA)/Global Support Assignment (GSA)/Overseas Contingency Operations (OCO)/Irregular Warfare/Afghanistan-Pakistan Hands (APH) Program Assignment.

i. The board may give favorable consideration to those officers who have displayed superior performance while serving in IA/GSA/OCO/APH assignments in direct support of OCO, Irregular Warfare, and the National Defense Strategy and, in particular, those IA/GSA/OCO/APH 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. Such assignments may not be typical of the officer's traditional community career path, and the officer may be rated by a reporting senior unfamiliar with the officer's specialty and the Navy fitness report system.

ii. IA/GSA/OCO assignments may take an officer out of the normal community career path for periods up to one and a half years. APH assignments consist of extensive specialized training and multiple, non-standard deployments that may take an officer out of the normal community career path for periods of up to three and a half years.

(e) Encourages both compliance and creativity.

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO
CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-
STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE
GRADE OF CAPTAIN

We must encourage every officer to think creatively, develop new ideas, take prudent risks, and maximize capabilities through sound management practices. In the context of a changing Navy, officers demonstrating innovative thinking, efficient management skills, prudent risk taking, and effective business practices, may reflect a variety of backgrounds.

(2) **Character.** In addition to competence, the best qualified officers will demonstrate the following attributes of character:

(a) Possesses and openly demonstrates the four core attributes. The challenges facing our Navy are growing in scope, scale, and pace. To meet these challenges, the Navy needs male and female leaders who have demonstrated estimable character and are prepared for decentralized operations. You should give careful consideration to officers who demonstrate the four core attributes that guide our decisions and actions: integrity, accountability, initiative, and toughness. Integrity may be demonstrated as an individual or as a team member by displaying conduct that is upright, honorable, and by working to strengthen the resolve of his or her peers, superiors, and subordinates. Accountability may be demonstrated by achieving and maintaining high standards, honestly assessing progress, and adjusting as required. Officers demonstrate initiative by taking ownership, acting to the limit of their authorities, and looking at new ideas with an open mind. Toughness can mean marshalling all sources of strength and resilience, including rigorous training; encouraging the fighting spirit of our people; and providing steadfast support of our families. Officers who demonstrate these core attributes ensure the Navy remains the world's finest navy and deserve your careful consideration when selecting officers who are best and fully qualified.

(b) Embodies and encourages a culture of excellence, including the 10 Signature Behaviors of the 21st Century Sailor. You should give careful consideration to officers who demonstrate the following behaviors:

i. Treats every person with respect.

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

actions. ii. Takes responsibility for his or her

actions. iii. Holds others accountable for their

iv. Intervenes when necessary.

v. Leads and encourages leadership in others.

vi. Grows personally and professionally every day.

vii. Embraces the diversity of ideas, experiences, and backgrounds of individuals.

viii. Upholds the highest degree of integrity in professional and personal life.

ix. Exercises discipline in his or her conduct and performance.

x. Contributes to team success through actions and attitudes.

(c) Demonstrates a commitment to personal and professional growth. You should give careful consideration to officers who broadly embrace a "perform to plan" mindset; use data-driven insights; master the skills critical to naval warfare; and are open to meaningful feedback from seniors, peers, and subordinates alike.

(d) Facilitates connections in self and others. You should give careful consideration to officers who lead with humility and consistently and sustainably inspire their teams to perform at their best. This trait includes active mentorship of those within and outside of their immediate command and/or community and active advocacy for those whom they mentor. It also includes a demonstrated commitment to expansion of competence and continual strengthening of character.

(e) Is loyal to and behaves consistently with the Navy's core values. You should give careful consideration to officers who actively pursue what is right and behave consistently with the Navy's core values. While we do not

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

embrace a zero-defect officer corps, the best qualified officers will demonstrate consistency between the Navy's core values and their on- and off-duty behavior.

(3) Championing a Culture of Excellence

(a) The board may give favorable consideration to those officers who, as part of the CNO's Culture of Excellence initiative, qualified as Human Factors Analysts (AQD 286). These "Cultural Champions" have completed the Human Factors Process and Primary Prevention extended training and are thereby qualified as train-the-trainers tasked with equipping Command Resilience Teams with the skillset to identify vulnerabilities (e.g., preconditions for unsafe acts, supervisory factors, and organizational influences) and provide tools that narrow the gaps in Navy policies, programs, practices, and processes.

(b) Fundamental to a Culture of Excellence, Cultural Champions are charged with fostering a sense of inclusiveness, empowerment, and support throughout every command. Only upon completion of extensive training are they certified as experts in Human Factors and Primary Prevention efforts and awarded the Human Factor Analysis AQD.

(4) Coronavirus Disease 2019 (COVID 19) Stop Movements. Due to COVID-19 and the resultant stop movement, Fitness Report summary groups were altered beyond the Reporting Senior's control and in conflict with his or her intent. Officers receiving Fitness Reports where a Reporting Senior indicated COVID-19 impacted the end result should not be viewed adversely and the COVID-19 impact must be taken in context when viewed with the totality of the record. The board must take extra care to not disadvantage members for their inability to transfer as a result of the stop movement.

(5) Indo-Pacific Area Expertise Considerations

(a) As indicated in the National Defense Strategy, China is leveraging military modernization and predatory economics to coerce neighboring countries to reorder the Indo-Pacific region to their advantage. As China continues to seek economic and military ascendance, it will continue to pursue a

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

military modernization program that tries to displace the United States to achieve global preeminence in the future.

(b) Recognizing this challenge to U.S. national security interests, special consideration shall be given to officers who have excelled in their knowledge of the political-military affairs and U.S. strategic interests in the Indo-Pacific region.

e. **Consideration of Reserve Officers.** Within the Reserve Component (RC), a variety of mission integration options are available to support the Navy with flexibility, speed and agility. In addition to drill periods, operational requirements are met by periods of active duty including mobilization, Active Duty for Operational Support, and Active Duty for Training. SELRES records may reflect a variation in duration, and periods of report as members are on and off orders with some frequency - this should not be viewed negatively. In determining best and fully qualified, these time periods should be viewed in the context of a continuum of service, integral to delivering strategic depth.

f. **Full Time Support (FTS) Community Considerations.** FTS Officers perform a statutory role in "organizing, administering, recruiting, instructing, or training the reserve components" (section 12310 of title 10, U.S. Code), and favorable consideration should be given to those FTS officers who have displayed superior performance in critical staff, leadership, or command tours for which Reserve Management is the primary mission.

(1) **Dual career paths.** Many FTS officers, particularly in the URL and Human Resources (HR) communities, complete a balance of operational or community-specific milestone tours (e.g., commanding officer and major staff assignments) and Reserve Management milestone tours (e.g., Navy Operational Support Center (NOSC) commanding officer, Navy Reserve major staff assignments and Operational Aviation Command). Officers selected must have demonstrated exceptional managerial skill and professional competence in operational, executive, and staff roles. In determining those officers best qualified for promotion, you should consider favorably those officers who have served in a broad spectrum of assignments requiring expertise in

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

diverse functional areas. Operational requirements can sometimes limit the Reserve Management assignments of some officers and this limitation should not disadvantage these officers. Success and sustained exceptional performance in these areas are the most important attributes to consider.

(2) **Subspecialty requirements.** FTS officers with expertise in Requirements Management (RM) are highly valued within the Reserve Force. Additionally, FTS officers with IT and Financial Management (FM) expertise are required to manage the varied Reserve IT systems and to manage Reserve Personnel Navy and Operation and Maintenance Navy Reserve accounts. Although these subspecialty qualifications are a core requirement for a portion of the FTS HR community, officers of any designator may possess them. Regardless of designator, these subspecialties are critical to the FTS community and should receive favorable consideration.

(3) **Diverse career backgrounds prior to selection as FTS Officers.** Navy Reserve officers who have been recalled to active duty will often have fewer active-duty fitness reports than their active component (AC) peers. Due consideration shall be given to the fitness reports available and the quality of performance reflected in the record. An officer's record shall not be discounted simply because it contains fewer active-duty fitness reports than a peer's record.

6. Equal Opportunity and Diversity Guidance

a. Diversity is the strength of Our Nation. 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.

b. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, or national origin.

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

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, sex (including pregnancy), gender, gender identity, sexual orientation, 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, sex (including pregnancy), gender, gender identity, sexual orientation, and national origin are given fair and equitable consideration.

c. 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, including his or her ability to successfully lead a diverse organization, the overriding factor being performance of assigned duties.

d. Impermissible Considerations. Promotion boards are prohibited from considering the following:

(1) The marital status, civilian employment, religion, or volunteer service of an officer;

(2) Any information regarding an officer's spouse, including, but not limited to, civilian or military employment, education, race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, national origin, and volunteer service;

(3) An officer's previous decision to opt out of a promotion selection board; and

(4) An officer's previous participation in the Career Intermission Program.

e. The Navy has assigned some officers outside of traditional career development patterns, e.g., institutional instructors, diversity officers, recruiting, and equal

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO
CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-
STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE
GRADE OF CAPTAIN

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 for promotion; 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 assigned is the key in measuring an officer's potential for promotion; 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.

f. 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 pregnancy), gender, gender identity, sexual orientation, or national origin.

7. Unrestricted Line (URL) Considerations

a. Reserve command at sea is most valued within the URL for promotion to O-6. Reserve management is a critical component of operational command functions and tasks. Separate and distinct career paths among URL communities and individual career timing result in officers serving in command at different points in their careers. For example, some officers may be early in command while others may have completed a command tour prior to in-zone consideration for O-6. Board members should understand these differences and not view them negatively. As always, sustained superior performance at sea provides positive indication of potential to serve in the next higher grade.

b. Aviation merit reorder slides guide the following discussion: Naval Aviation is a large and competitive community. Those officers who are consistently recognized as Early Promote (EP) performers in competitive summary groups during both sea and shore assignments should receive first priority for merit reordering. Priority should be given to officers who have earned a #1 EP FITREP in a competitive summary

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN.

group as a Commanding Officer of an Operational Aviation squadron and have been a top 10% EP in all prior assignments. All communities value longer periods of recognized performance as a Commanding Officer. Naval Aviation values follow-on shore tours in nominative assignments and Naval Aviation Enterprise (NAE) valued community staff assignments (N98, PERS-43, NAWDC, CNAF/CNAL EA). Priority should be given to officers who earn an EP FITREP in one of these assignments. Aviation Officers selected for a bonus command opportunity (FRS) or Major Command (CVN nuclear power pipeline) should also be prioritized. Finally, additional consideration should be given to officers who have completed in-residence graduate education; met the criteria as a Joint Qualified Officer; and/or officers who have completed a tour in Financial Management or Operations Analysis.

c. Surface Warfare merit reorder slides guide the following discussion: Surface Warfare is a large and competitive community. Those officers with breakout performance (EP hard break, #1 or #2 soft break) in Command at Sea of a ship with a completed Master's degree should receive first priority for merit reordering. Additional consideration should be given to officers with JPME Phase II and/or JSO complete and stand-out performance in post-command assignments in significant community (CNSP/CNSL, SWSC, N95/N96, NSMWDC, PERS-41) or operational tours (for nuclear-trained SWOs stand-out performance as Reactor Officer).

d. Submarine merit reorder slides guide the following discussion: Those officers recognized as top performers based on squadron rankings while serving (or having served) as a CO AFLOAT, and are recommended for Major Command should receive first priority for merit reordering. Additional consideration should be given to officers who have been consistently recognized as EP performers in competitive summary groups during both sea and shore assignments.

e. Naval Special Warfare merit reorder slides guide the following discussion: Those officers recognized as top performers while serving as COMMANDING OFFICER who have completed JPME Phase II and are designated as either Joint Qualified Officers or as DAWIA PM III should receive first priority for merit reorder. Additional consideration should be

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

given to officers who have demonstrated superior performance on a Flag or Joint staff, completed a competitively screened operational tour at either a SEAL Delivery Vehicle Team or a Tactical Development and Evaluation Squadron, completed a Sensitive Reconnaissance Operation, or served in a detailer or community management assignment.

f. EOD is a community with diverse experience at both Naval and Joint commands. Due consideration should be given to those officers who are consistently recognized as Early Promote performers in competitive summary groups during both sea and shore assignments and should receive first priority for merit reordering.

g. EOD merit reorder slides guide the following discussion: Priority should be given to officers awarded EOD CO AQD (KG7) and earned a competitive FITREP as a Commanding Officer with a 4-month reporting period. Additional consideration should be given to officers who have completed JPME Phase II or are fully joint qualified.

8. Human Resources (HR) Community Considerations

a. The HR Community provides core human resource expertise to define, attract, recruit, develop, assign and retain America's best talent. Career progression produces HRs serving in critical roles in leadership and major staff positions. Successful HR officers demonstrate sustained superior performance in all assignments and with increasing responsibilities across three billet types: Command and Leadership, deployable sea duty (HR 1200 only), and Milestone tours. In calendar year 2021, the HR 1200 Community implemented significant changes to their career progression with three distinct career tracks to deliberately develop high expertise competency levels in senior HR Officers.

b. Community Values are listed in order of significance for each paygrade.

c. Officers who have a successful track record of sustained superior performance and an increasing scope of responsibilities in command, leadership, major staff, milestone and/or

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

IA/GSA/OCO/APH assignments, particularly at the current paygrade, indicate potential to succeed at the level of captain.

d. Officers who have developed competency level expertise and completed qualification standard requirements (to include HR command PQS) at the Advanced level or higher in their primary career track indicate potential to succeed at the level of captain. Officers may have to complete tours outside of their primary track to achieve community values. Note: Career Tracks are only applicable to AC 1200 HR Officers.

e. Officers who have a master's degree, particularly HR-focused (3XXX) (including operations research analysis, manpower systems analysis, financial management, and education and training (plus IT for FTS)), indicate an officer's potential to grasp complex human capital concepts and provide analytical rigor as a senior leader and policy maker in the HR Community.

f. Officers who have proven HR-focused subspecialties (manpower systems analysis, operations research analysis, financial management, and education and training management (plus IT for FTS)) indicate proven application of human capital theories, concepts, and analysis and are valued by the HR Community.

g. Officers who maintain an industry-recognized HR-related certification (or IT certification for FTS) have demonstrated the ability to understand and apply human capital theories, concepts, and laws/regulations critical to policy development and execution across the Navy.

h. Designation as a JQO, a successful tour in a joint billet, and completion of joint education are valued by the HR Community.

9. Engineering Duty Officer (EDO) Community Considerations.

Officers who are top recognized performers over consecutive tours should be given first consideration for merit reorder and placed higher on the promotion list. Proven performance in EDO assignments such as overseas tours, sea duty, and or proven performance in command or as officer in charge INSURV should be a secondary consideration.

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

10. Aerospace Engineering Duty Officer (AEDO) (Engineering and Maintenance) Community Considerations

a. Board members should examine an officer's ability to lead large, complex organizations or programs and the ability to work collaboratively across organizations, services and departments to initiate and sustain effective team performance. Superior leadership, including the ability to foster diverse and inclusive teams, is the most important trait for selected individuals.

b. For merit reorder consideration, clear recommendations toward early promotion should accompany recognized sustained superior performance. Officers should excel in billets of diverse complexity, responsibility, and scope.

c. Engineering (1510) officers under consideration for promotion to captain should demonstrate superior performance within O-5 non-command screened leadership positions, or acquisition command tour (limited opportunities).

d. Maintenance (1520) officers under consideration for promotion to captain should demonstrate superior performance within a designated O-5 command equivalent, or acquisition command tour (limited opportunities).

11. Public Affairs Officer (PAO) Community Considerations

a. PAOs use communication skills, strategies and tactics to support a commander's objectives. Career progression produces senior PAOs who can lead an organization's communication enterprise and demonstrate an awareness and ability to navigate the dynamics of the information environment to achieve desired communication end states. Successful senior PAOs communicate strategically, demonstrate critical thinking, conduct thorough problem set analysis, execute tactically, and provide astute counsel to flag officers and staffs. Providing direct support to three- and four-star flag and general officers, and senior executives, including political appointees, is the pinnacle of a PAO's career. As such, sustained superior performance in diverse billets, particularly direct senior leader support, operational staffs, community leadership, Washington, D.C. headquarters, and joint staffs, indicates strong potential for

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

future success, keeping in mind though, that an officer's career track may not include all desired career milestones due to the recent enacted career milestone and progression model.

b. Senior Reserve PAOs must ensure RC officers and Sailors under their charge are mobilization and warfighting ready for short-fused OCO and crisis missions afloat or ashore. As such, sustained superior performance in public affairs leadership billets, particularly on numbered fleets and operational staffs, as well as in combat operations with demonstrated mastery of the full range of public affairs skills as it applies to maritime operations and warfighting indicates strong potential for future success.

c. A successful track record of sustained superior performance and an increasing and progressive scope of responsibilities in SELRES unit leadership roles providing strategic-level counsel to two- and three-star leaders; translating commander's vision and intent into public communication strategies and plans; leading, advising, and aligning enterprise Public Affairs personnel and programs, particularly in operational settings and, integrating public communication efforts across multiple and diverse organizations, to include the U.S. interagency and/or foreign militaries in order to achieve strategic and operational goals indicates potential to succeed as a captain.

d. A successful track record as an OIC and/or XO/deputy director, particularly of operational, numbered fleet, fleet commander, and large SELRES units, with experience supporting afloat and operational missions to achieve the command's objectives indicates potential to succeed as a captain.

e. PAOs who have demonstrated superior performance in an individual augmentee assignment, particularly supporting combat operations, should be given favorable consideration.

f. Completion of joint education is valuable in the development of senior PAOs. PAOs who have successfully completed JPME Phase I and beyond should be given favorable consideration.

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

g. The Navy Reserve Augment Unit Commanding Officer/Officer-In-Charge qualification, (AQD: 2N1) is required for most PA O-6 roles. Favorable consideration should be given to officers who have this qualification.

h. At this level, the Reserve PAO community also values demonstrated leadership at the Reserve Public Affairs community or Navy Reserve levels; for example, managing a leadership-directed PA community-wide initiative or serving on a Navy Reserve Policy Board.

12. Strategic Sealift Officer (SSO) Community Considerations

a. The SSO Community provides a trained, experienced, properly licensed, and credentialed pool of merchant marine naval officers to supplement the manning of the surge sealift fleet in times of war or national emergency. The SSO Community has two separate but equal career progression tracks: (1) SELRES and (2) Individual Ready Reserve (IRR). Both tracks provide fully qualified officers for consideration by the board.

b. The best qualified officers will maintain their proficiency at sea with meaningful underway experience within the last five years. A successful track record of sustained superior performance and increasing scope of responsibilities in reserve leadership positions and active duty assignments indicating potential to succeed is valued. Favorable consideration should be given to officers with mobilization, active duty for operational support, recall, extended Active Duty for Training (ADT) experience, and advanced education, and civilian maritime leadership experience/subject matter expertise. Joint education and a successful joint tour are valued for captain selection.

c. The SSO program has the only managed and funded IRR Community with a mission in the Navy Reserve. IRR officers are often limited in their ability to participate due to civilian merchant marine careers that require them to be at sea for extended periods. Their reserve participation requirement is 12 days of ADT each fiscal year and the fitness report for the period is often not observed. Favorable consideration should be given to these officers based on their civilian mariner leadership, experience, credentials, and licenses.

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

d. Fully qualified officers will have an SSO warfare qualification listed as a special qualification in the Officer Summary Record (OSR) as: SSO WARFARE.

e. Fully qualified officers will have a United States Coast Guard (USCG) Merchant Mariner Credential (MMC). MMCs are documented as AQDs in the OSR as a special qualification. A MMC renewal or upgrade that has been approved by the USCG, but not issued, is to be considered as valid with supporting documentation from the USCG.

(1) The best qualified officers will have an advanced USCG MMC (categories (a), (b), and (c) directly below). Category (a) is the most valued (i.e., Master or Chief Engineer). Attainment or maintenance of an advanced MMC demonstrates operational and leadership ability as a professional mariner indicating greater potential to succeed in all phases of ship operations. From senior to junior, MMCs and their corresponding AQD short titles, as listed as special qualifications in the OSR, are:

(a) Master (MASTER) or Chief Engineer (STM CHENG, MTR CHENG, GT CHENG);

(b) Chief Mate (DO CH MATE) or First Assistant Engineer (STM 1ST ASST, MTR 1ST ASST, GT 1ST ASST);

(c) Second Mate (DO SECMATE) or Second Assistant Engineer (STM 2ND ASST, MTR 2ND ASST, GT 2ND ASST); and,

(d) Third Mate (DO THRMATE) or Third Assistant Engineer (STM 3RD ASST, MTR 3RD ASST, GT 3RD ASST).

(2) SELRES officers should be given favorable consideration for a valid Standards of Training, Certification, and Watchkeeping endorsement on their MMC.

f. All IRR commanders who are fully qualified for promotion to captain should have attained or maintained one of the following USCG MMCs: MASTER, STM CHENG, MTR CHENG, GT CHENG, DO CH MATE, STM 1ST ASST, MTR 1ST ASST, or GT 1ST ASST. Possession of a USCG MMC for MASTER OR CHENG is the most valued.

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

g. Favorable consideration should also be given to SELRES commanders who have demonstrated leadership in a paid status (commanding officer, officer-in-charge, executive officer, chief staff officer, or senior department head).

h. Favorable consideration should be given to commanders who acquired the Tactical Advisor (TACAD) qualification and have gained afloat experience serving as a TACAD.

13. Foreign Area Officer (FAO) Community Considerations

a. FAOs are the Navy's globally embedded, persistently forward, strategic operators. Career progression produces FAOs who bring assured global access and posture, interoperability with U.S. partners, and positional advantage for the Fleet. FAOs advance Joint Force and Navy global objectives outlined in the National Defense Strategy and the CNO's NAVPLAN by delivering information, influence, and access advantages and combined lethality with Allies and Partners. Successful FAOs demonstrate sustained superior performance and increasing responsibilities along three billet types: Security Cooperation (OPNAV, Fleet and CCMD Staff or Offices of Defense Cooperation); Human Intelligence and Influence Operations (Defense Attaché Service); and Strategy, Plans, Policy (Navy, Joint, or Inter-Agency staffs).

b. Fully qualified FAOs receive one of five regional AQDs: FAO Q ME AF (Fully qualified CENTCOM FAO), FAO Q EA PAC (Fully qualified INDOCOM FAO), FAO Q WHEM (fully qualified SOUTHCOM FAO), FAO Q EUR (fully qualified EUCOM FAO), or FAO Q AFRICA (Fully qualified AFRICOM FAO). These AQDs require a regionally focused political-military master's or equivalent, documented language proficiency at an Interagency Language Roundtable level of 2 or higher in two of three modalities (listening, reading, speaking) with date of test not greater than two years old, and no less than six months of in-region experience. FAOs still working towards full qualification hold one of five FAO under-instruction AQDs: FAO T ME AF, FAO T EA PAC, FAO T WHEM, FAO T EUR, or FAO T AFRICA. Once qualified, language currency is maintained by retaking the DLPT every two years when most recent score is 3 or higher in at least two of three modalities, or annually when most recent scores are less than 3 in any two of three modalities.

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN.

c. Non-observed time for language study, master's-level education, and billet specific training (attaché or security assistance) is expected and should not be viewed negatively.

d. For merit reorder consideration, superior performance in arduous overseas assignment(s) typified by one or more of the following: mandatory unaccompanied billets; duty in remote, austere, and challenging locations, typically with unstable governments or significant environmental hazards (poor sanitation, high pollution, weak healthcare facilities, etc.); and/or tours in non-permissive environments usually under authoritarian regimes. Reserve Component FAOs, while on periods of active duty for O-6 selection, should be considered for merit reorder under the same conditions. In addition, clear recommendations toward early promotion, and especially future Flag potential when identified by Flag officers, should accompany sustained superior performance, and demonstrated leadership.

e. Fully qualified officers have a 'FAO Q' AQD; Completed JFAO Phase II; and are current in a foreign language at 2/2 or above.

f. Best qualified officers demonstrate sustained superior performance in increasing levels of leadership across a variety of FAO billet types.

g. At this level, the FAO Community also values:

(1) Demonstrated leadership advancing NDS objectives versus strategic rivals regardless of region.

(2) Demonstrated leadership developing Globally Integrated Base Plans, Global Campaign Plans, or Theater Security Cooperation plans, as well as leading GO/FO level international strategic engagements and exercises.

(3) JQO, or significant progress toward (i.e. JQS Level II, III, IV, Full Joint Tour, JPME Phase II, etc.)

(4) Fellowship, scholarship or continued education focused on strategic warfighting advantage.

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

14. Information Warfare (IW) Community Considerations

a. The IW Community is comprised of officers in the Oceanography (180X), Cryptologic Warfare (181X), Information Professionals (182X), Naval Intelligence (183X), and Cyber Warfare Engineer (184x) communities and the Space Cadre. The IW Community was created to more effectively and collaboratively lead and manage the officers who possess extensive skills in information-intensive specialties. The IW Community aspires to assure command and control, generate predictive battle space awareness, and deliver integrated non-kinetic and kinetic fires, including effective maneuver across cyberspace, the electromagnetic spectrum, and space as a warfighting capability, within fleet and joint force.

b. The Navy needs officers who possess unimpeachable credentials, deep technical/operational experience in the IW Community domain, are innovative and bold, think creatively and challenge assumptions, and take well-calculated risks to maximize effectiveness. As such, board members should view an officer's performance in leadership assignments as an indicator of his or her ability to lead diverse organizations across the range of IW missions and functions. Best qualified candidates will be top performers and will have experience leading, planning, and executing operations across a range of IW disciplines.

c. As of May 31, 2013, all officers in competitive categories that compose the IW Community began receiving competitive rankings within combined IW summary groups in block 42 of fitness reports. However, officers in competitive categories that compose the IW Community continue to compete for promotion within their respective individual community competitive categories. As such, summary group position may not fully show an officer's position relative to competitive category peers.

d. Merit reorder consideration will be given to those IW officers with sustained superior performance, demonstrating exceptional proficiency within their specific IW Community and across multiple IW disciplines afloat and ashore. Officers considered for merit reorder will possess an outstanding track record when ranked against their peers, within key operational

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO
CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-
STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE
GRADE OF CAPTAIN

milestone and leadership positions, and continued advancement of qualifications and higher education. Each IW community's specific merit reorder consideration criteria is provided in amplified merit reorder consideration slides and will be adhered to.

e. Space operations and acquisition represent an important IW skill set whose demand signal is growing. While not a separate designator, IW personnel with space training/education and experience will be identified by a Navy Space Cadre AQD (operations: VS5-8 and/or acquisition: VR1-3) representing space experience/expertise, which is valued by Navy Leadership and the IW Community specifically. This expertise is obtained through space-related experience and leadership tours on major Navy, joint and interagency staffs and commands (ashore and afloat), operational space commands, and space acquisition organizations.

f. These considerations are relevant to all active and reserve IW officers, although billet opportunities and career assignments differ for reservists. For instance, there are no milestone billets in the Naval Information Force Reserve. Due consideration shall be given to officers who have consistently demonstrated sustained superior performance and increasing duties and responsibilities. Officers should have deep knowledge and understanding of the core competencies of their respective communities. Standout performance while serving in command leadership billets should be considered favorably. The best qualified reserve senior officers will have successfully completed commanding officer and executive officer tours. Space Cadre qualifications combined with billet experience are highly valued. Any officer who has earned JPME credit and an advanced degree shall be regarded more favorably.

15. Oceanography (OCEANO) Community Considerations

a. The OCEANO Community's core mission capability and capacity draws on experience and expertise in the fields of meteorology, oceanography, precise time and astrometry, bathymetry, geophysics, and hydrography, and is focused on providing timely and relevant support to fleet and joint operations. OCEANO officers typically develop foundational

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

expertise in assignments at operational meteorology and oceanography (METOC) commands.

b. Demonstrated expertise in one or more of the core missions of meteorology, oceanography, precise time and astrometry, bathymetry, geophysics, and hydrography is the foundation of the OCEANO Community. Expertise in multiple warfighting areas is highly valued. OCEANO officers should have balanced professional experience, to include demonstrated leadership, operational proficiency and qualifications, and technical expertise. Proven and sustained superior performance in documented positions of leadership and in difficult, challenging, and arduous operational assignments is the ultimate test of readiness for promotion selection.

c. Education is valuable and highly regarded for OCEANO officers. All officers will participate in advanced education leading to a Master's of Science degree in Meteorology and/or Physical Oceanography. Additional graduate level education is also valued. Officers who have participated in advanced education leading to a technical master's degree or a PhD will have non-observed fitness reports covering significant periods of time in their careers.

d. Officers in the OCEANO Community are eligible for, and generally granted, a scientific waiver for the JQO designation requirement for flag officer promotion. However, JPME and joint experience are highly valued.

e. Fully qualified OCEANO officers will have screened for O-5 command or major fleet staff/HQ billets. The best qualified officers have demonstrated leadership and superior performance in command. Superior leadership performance at major staffs such as numbered fleet oceanographers, joint staff positions, operational commands (U.S. Pacific Fleet, Commander, Naval Meteorology and Oceanography Command, etc.), and TYCOM are highly valued. Officers should have completed a technical master's degree. Officers may not have an associated subspecialty Q-code for their master's degree if completed outside of initial active duty service obligation.

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

16. Cryptologic Warfare (CW) Community Considerations

a. The CW Community is built on technical and operational knowledge of the information warfare domain (specifically electromagnetic spectrum and cyberspace) gained throughout a diverse career of interweaving cryptologic tours afloat (ship's company, staff) and ashore (Navy Information Operations Commands (NIOCs), Cyber Mission Force, National Security Agency (NSA), numbered fleet, CCMD).

b. CW core mission areas are signals intelligence (SIGINT), electronic warfare (EW), and cyber. CW operational capacity is principally organized into CW commands (NIOCs, Cryptologic Warfare Group SIX, Navy Cyber Warfare Development Group (NCWDG), and Navy Cyber Defense Operations Command) and is presented to supported commanders in both the fleet and joint arena.

c. CW officers typically develop deep foundational SIGINT and cyber expertise in assignments at NIOCs and staffs aligned with Cryptologic Centers, Cyber National Mission Force, and NSA/CSS. CW officers gain SIGINT and EW expertise in embedded maritime and expeditionary environments, assigned to surface combatants as ship's company or afloat staff, NAVSPECWAR commands/units as a Direct Support Officer (aboard surface, subsurface, or airborne platforms), or IAs as an augmentee (Service, national, or joint). Experience in SIGINT is denoted by the BI-series AQDs, while EW experience is reflected through the BL-series AQDs. CW officers gain cyber expertise under the operational control of U.S. Cyber Command (USCYBERCOM), its naval component command, U.S. Fleet Cyber Command (FLTCYBERCOM), NSA, and joint arena (Joint Forces Headquarters/geographic combatant commands). These commands integrate tactically and operationally with fleet and joint forces in planning and executing operations worldwide. Cyber experience is documented through the BO-series AQDs. Additionally, CW officers make up a significant portion of the Navy's Space Cadre (VS-series AQDs) and can qualify for the Navy's Acquisition Workforce.

d. All officers should demonstrate progress toward completion of an advanced degree (master's or doctorate degree) during their career. Advanced education in a science, technology, engineering, and mathematics (STEM) field is preferred, but not required. All officers should also progress

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

toward JQO qualification.

e. Fully qualified CW captains will have demonstrated proficiency across multiple CW core mission areas (SIGINT, EW, cyber) and expertise in one that comes from a record of diverse fleet, national, and joint experience as well as strong performance in previous milestone assignments. All fully qualified CW captains must have successfully completed an O-5 milestone tour, possess an advanced degree (master's or doctorate), and finished JPME Phase I.

f. The best of fully qualified CW officers will have documented expertise across all CW core mission areas (SIGINT, EW, cyber) that comes from a record of diverse fleet, national, and joint experience, with a balanced mix of afloat and shore assignments. All officers will have demonstrated strong performance in major staff assignments and their O-5 milestone tour. The best officers will have competitively broken out among their IW peers. The best officers will have successfully served in an O-5 leadership tour as a commanding officer or major command executive officer. The best qualified officers will also be JQO. Expertise in acquisition (Acq Level II or higher AQD) and/or space is considered a valued distinguishing trait, and there is a critical need to select officers with significant operational experience in space (VS6 or higher AQD).

17. Information Professional (IP) Community Considerations

a. Leadership and demonstrated excellence in operational C4 and cyber is the cornerstone of success for IP officers. Future leaders of the IP community must have a proven record at sea or in shore operational tours and demonstrated technical IP expertise supporting naval and joint operations. Afloat and ashore tours in different geographic locations are highly valued as they demonstrate a breadth of experience and knowledge of global Navy operations.

b. The IP community gains a significant number of officers through lateral transfer or re-designation, typically at O-3 and O-4. For promotion eligibility purposes, some of these officers will not have completed the IP-specific community/operational leadership assignments prior to re-designation. As such, the board is encouraged to evaluate an officer's demonstrated sustained superior performance and warfare qualifications to

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO
CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-
STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE
GRADE OF CAPTAIN

identify those best qualified to serve in more senior IP
leadership positions.

c. Fully qualified officers will have demonstrated outstanding leadership and professional acumen in an APPLY selected O-5 assignment. A limited number of commanders will have had the opportunity to serve in command or as an O-5 executive officer/CIO/program manager, and these positions are highly valued. Assignment in a major fleet staff/HQ tour is also highly valued. Space Cadre experience is highly valued and qualifications of VS6 or higher is preferred. Officers should have completed a technical master's degree and JPME I. Officers who have advanced technical certifications/degrees should be given extra consideration.

d. Best qualified officers will be top performers with superior performance in positions of leadership and demonstrated proficiency across IW disciplines. Best qualified officers will have also completed the IP Intermediate, Advanced qualification, or Space Cadre qualification of VS6 or higher.

18. Intelligence (Intel) Community Considerations

a. Leadership, demonstrated professional warfighting competence, and sustained superior performance are the hallmarks of a successful naval intelligence officer. Senior Intel officers must possess a well-rounded career that demonstrates proven leadership in operationally-challenging environments, Navy and joint operational warfighting proficiency and expertise in conducting all-source operational Intel (OPINTEL). Intelligence officers are experts on the adversary and threats; therefore, developing deep expertise on our nation's strategic competitors is an imperative. The Intel Community also values additional specialty skills, which are documented in records as Intel-specific AQDs (typically 3XX alpha-numeric AQD series). A limited number of naval intelligence officer (1830) billets support the DoD-wide, joint-service RAIDER CUTLASS initiative. Officers serving in these billets are extensively screened and trained, perform multiple operational assignments, and are expected to complete the same professional milestone and leadership requirements. All officers should demonstrate progress toward completion of advanced education and JQO qualification.

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN.

b. Fully qualified officers will have demonstrated outstanding leadership and professional acumen in an O-5 milestone assignment. A limited number of commanders will have had the opportunity to serve in command or as an O-5 executive officer/officer-in-charge, and these positions are highly valued. Command-screened officers lacking a command tour due to insufficient opportunity shall not be viewed negatively. Completion of advanced education degree and JPME Phase I is required for selection. Progression to JQO qualification is highly desired but not required for selection. Best qualified officers will be top performers with superior performance in positions of leadership and demonstrated proficiency across IW disciplines.

19. Reserve Limited Duty Officer (LDO) Considerations.

Reserve component LDO Officer Summary Groups remain unchanged. Selection within the aggregate (LDO Line) continues for the Reserve component. Consideration for promotion remains fully qualified officers that have demonstrated outstanding leadership and professional acumen commensurate with the opportunities provided in their designator career path. Best qualified officers will have completed command qualification, will be top performers, and will have consistently excelled at leading in operationally challenging environments and staff assignments throughout their career. Refer to the SECNAV-approved Community Value Slides for amplifying information on specific valued achievements for each control grade within the competitive categories.

20. Recommendation for Reorder of Officers of Particular Merit

a. After the board has determined all best and fully qualified officers who should be recommended for promotion, it shall proceed to determine whether any of the recommended officers are of particular merit to be placed higher on the promotion list than their lineal number would place them. The officers recommended for merit-based reordering are, in the opinion of the majority of the members of the board, to be placed higher on the promotion list and in the order recommended; or, no officers are recommended for merit-based reordering, in the opinion of the majority of the members of the board.

Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO
CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-
STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE
GRADE OF CAPTAIN

b. A number not to exceed 15 percent of the total selections authorized for each grade and competitive category may be placed higher on the promotion list unless the number calculated is less than 1, in which case the number that may be placed higher on the promotion list is 1. The board may determine that no officers should be placed higher on the promotion list than their lineal number would place them.

c. Officers of particular merit are those officers whose records contain documented performance consistently superior to the performance of other officers recommended for promotion by this board.

d. No officer recommended for promotion shall be moved down on the promotion list except by insertion of the name of an officer of particular merit above that officer's name.

e. If the board recommends officers of particular merit be placed higher on the promotion list, then the board shall recommend the order in which those officers should be placed on the list.



Carlos Del Toro