



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

JAN 13 2026

From: Secretary of the Navy
To: Presidents, Fiscal Year 2027 Active-Duty Navy Captain Line Promotion Selection Boards

Subj: ORDER CONVENING THE FY-27 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE ACTIVE-DUTY LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

Ref: (a) Fiscal Year (FY) 2027 Active-Duty Navy and Reserve Officer and Chief Warrant Officer Promotion Selection Board Precept

Encl: (1) Board Membership
(2) Recorders and Assistant Recorders
(3) Administrative Support Staff
(4) Statutory and Regulatory Promotion Objectives
(5) Merit Reorder Considerations
(6) USN LDO Community Value Slides

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 13, 2026, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-27 Active-Duty Navy and Reserve Officer and Chief Warrant Officer Promotion Selection Board Precept, reference (a), and (as applicable) the Statutory and Regulatory Promotion Objectives, enclosure (4).

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 and "above-zone, not previously considered" eligible officers on the convening date, calculate the number that may be recommended

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for promotion under the percentages set forth in the FY-27
Active-Duty Navy Officer Promotion Plan, and furnish the number
to the boards.

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 unless that rounded number is itself greater than 95% of the in-zone eligible officers, in which case the fraction is rounded down 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. In the case of any board marked with an asterisk (*) where the number of in-zone eligible officers is one, the board is authorized to recommend a maximum of one officer.

<u>COMPETITIVE CATEGORY</u>	<u>PERCENT TO SELECT</u>
Unrestricted Line Officer	85
Special Duty Officer (Human Resources)	57
Special Duty Officer (Permanent Military Professor)	71
Engineering Duty Officer	74
Aerospace Engineering Duty Officer (Engineering)	68
Aerospace Engineering Duty Officer (Maintenance)	75
Special Duty Officer (Public Affairs)	50
Special Duty Officer (Foreign Area)	56
Information Warfare Officer (Oceanography)	50
Information Warfare Officer (Cryptologic Warfare)	50
Information Warfare Officer (Information Professional)	65
Information Warfare Officer (Intelligence)	55
Information Warfare Officer (Cyber Warfare Engineer)	100*
Information Warfare Officer (Maritime Space)	67
Information Warfare Officer (Maritime Cyber Warfare)	67
Limited Duty Officer (Surface)	60
Limited Duty Officer (Nuclear/Submarine)	57
Limited Duty Officer (Aviation)	50
Limited Duty Officer (General Line)	50

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

As detailed above, the number of in-zone and "above-zone, not previously considered" 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

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qualified for promotion, you are required to equally consider both above-zone and in-zone officers.

4. **Consideration of Officers "Below-Zone".** The boards shall identify exceptional officers from below-zone and consider selecting them for promotion to the grade of captain. The boards 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 calculated is less than one, in which case the number that may be selected from below-zone is one.

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 support of 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) Officers fully qualified for promotion should show a readiness for leading and solving problems at larger and larger scales.

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(a) Their performance must reflect Navy Core Values: Honor, accountability for behavior, mindful of the privilege to serve our fellow Americans; Courage, the moral and mental strength to do what is right, with confidence and resolution even in the face of temptation or adversity; and Commitment, joining together as a team to improve the quality of our work, our people, and ourselves.

(b) Upon this foundation of Navy Core Values, they must show a mindset of continuous self-improvement, a desire to "Get Real, Get Better" every day. This includes the ability to: self-assess, to be absolutely honest, humble, and transparent in determining the actual performance of themselves and their teams; self-correct, to apply problem solving frameworks to pursue root cause and solve the Navy's hardest problems in a lasting way; and always learn, to pursue knowledge and apply learning from varied sources in order to make themselves and their teams better.

(c) In modeling this behavior, they must demonstrate an ability to build teams and rapidly collaborate across organizations to solve problems and achieve lasting outcomes. In doing so, they will model the belief that our people and culture are the Navy's asymmetric advantage, showing dignity and respect for everyone, regardless of background or rank. In addition, they will measure themselves by creating opportunities to remove barriers to individual, team, and Navy warfighting excellence.

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, contributions to warfighters and warfighting through 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.

(1) Command, whether at sea or ashore, is fundamentally about preparing for and leading in combat. You should select those officers who seize absolute ownership of their assigned

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mission and all that goes into its accomplishment. A command's mission is absolutely essential to the Navy's ability to fight and win. Look for those officers that imbue this belief in their team. Look for those that take fierce pride in this obligation. Select the officers that are the example their team reflects and those that embody humility, selflessness, and complete transparency.

(2) You must seek those officers that have been relentless in building a culture of the highest character and a tough, resilient team that wins. Our nation needs and expects their Navy to remain above reproach, as a force they admire and rely upon.

(3) Seek those officers that acknowledge the value of every Sailor and civilian. Consider those that take care of themselves and their teammates. Seek those that always do the right thing, especially when it is hard. Consider those that keep close watch on their own mental, physical, and emotional health, and the health of those they lead.

c. **Skill Requirements**. 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 (11X0/13X0)

1. Financial Management (FM)
2. Joint Experience
3. Acquisition Corps
4. Requirements Management
5. Operations Analysis (OA)
6. Navy Operational Planner
7. Education and Training
8. Naval Strategist Subspecialty
9. Expeditionary Warfare
10. Integrated Air and Missile Defense (IAMD)
11. Mine Warfare
12. Naval Special Warfare (NSW) Experience
13. Cyber Operations and Planning
14. Space Cadre
15. Unmanned Systems (UxS)
16. Shore Installation Leadership
17. Nuclear Weapons (NW) Technical Expertise
18. Targeting

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19. Attaché Duty
20. Language, Regional Expertise, and Cultural (LREC) Experience
21. Recruiting Leadership
22. Astronaut Consideration
23. Personnel Exchange Program (PEP)

Human Resources (1200)

1. Operations Analysis (OA)
2. Financial Management (FM)

Permanent Military Professor (1230)

1. N/A

Engineering Duty (14X0)

1. Acquisition Corps
2. Nuclear Weapons (NW) Technical Expertise

Aerospace Engineering Duty (Engineering) (1510)

1. Acquisition Corps
2. Space Cadre
3. Astronaut Consideration

Aerospace Engineering Duty (Maintenance) (1520)

1. Acquisition Corps

Public Affairs (1650)

1. Joint Experience

Foreign Area (17X0)

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

Oceanography (1800)

1. N/A

Cryptologic Warfare (1810)

1. Space Cadre

Information Professional (1820)

1. N/A

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Intelligence (1830)

1. N/A

Cyber Warfare Engineer (1840)

1. N/A

Maritime Space (1870)

1. N/A

Maritime Cyber Warfare (1880)

1. N/A

Limited Duty Officer (LDO) (Surface) (61XX)

1. N/A

Limited Duty Officer (LDO) (Nuclear Submarine) (62XX)

1. Nuclear Trained Limited Duty Officers (LDOs)
2. Nuclear Weapons (NW) Technical Expertise

Limited Duty Officer (LDO) (Aviation) (63XX)

1. N/A

Limited Duty Officer (LDO) (General Line) (64XX)

1. N/A

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 ability to self-assess and self-correct, using a "Get Real, Get Better" mindset every day. It also includes the ability to develop a culture of learning in the teams they are called to lead, embracing meaningful feedback as an opportunity to get better.

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(c) Education and Professional Development.

Graduate-level education that develops naval warfare competencies and prepares officers to lead and think strategically is integral to developing warfighting advantage. Professional Military Education (PME), advanced degree programs, professional certifications, experiential learning, and other non-standard educational opportunities provide a rich portfolio for developing future leaders. The boards will actively seek those officers whose records reflect operational excellence and increasing education, and exposure to strategic concepts. Strategic competition demands leaders who possess the ability to outthink and outfight all competitors and adversaries.

1. In accordance with the Naval Education Strategy 2023 and Secretary of the Navy Memorandum "Continuous Learning for Naval Officers" dated August 26, 2021, the boards shall give favorable consideration to those officers with graduate education relevant to naval warfighting, experience in specialized areas, Navy PME and Joint PME (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 graduate education. Cultivation of our best and brightest officers through high quality in-residence, low-residence, and hybrid learning enhances critical thinking skills and warfighting expertise. Beginning with officers in year group 2015, 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 naval warfighting-relevant graduate education. Degrees earned through Department of the Navy funded Low-residency Graduate Education Program fulfill the graduate education requirement.

2. The Navy values graduate education and development of a subspecialty. Degrees and certificates 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 is both valued and fundamental to development of Navy leaders.

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

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

5. The Navy values the importance of Naval Reserve Officers 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.

6. Favorable consideration shall be given to the critical need for senior leaders who are Joint Qualified Officers 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.

1. The boards 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 and/or 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.

2. 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

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may take an officer out of the normal community career path for periods of up to three and a half years.

(e) Ensures adherence to standards while fostering innovation. Every officer must build on an understanding of standards to think creatively, develop new ideas, take prudent risks, and deliver superior outcomes. Innovative officers, who can build great teams that innovate as they manage risk and ensure standards, may come from a variety of backgrounds.

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

(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 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 their 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 to 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) Builds strong culture and teams while achieving measurable outcomes. You should give careful consideration to officers who demonstrate the following behaviors:

1. Relentlessly builds a culture of the highest character - a tough, resilient team that wins.

2. Acknowledges and honors the value of every Sailor and civilian.

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3. Takes care of themselves and their
teammates.

4. Fosters connectedness and cohesion at all
levels and among individuals and teams.

5. Always does the right thing, especially when
it is hard.

6. Keeps close watch on their own mental,
physical, and emotional health, and the health of those they
lead.

(c) Demonstrates a commitment to personal and
professional growth. You should give careful consideration to
officers who build on our Core Values of commitment in how they
demonstrate a "Get Real, Get Better" mindset; use data-driven
insights; master the skills critical to naval warfare; and act
transparently in how they receive feedback from seniors, peers,
and subordinates alike.

(d) Builds connectedness and cohesion. You should
give careful consideration to officers who lead with humility
and consistently and sustainably inspire their teams to perform
at their best, creating teams that are connected and cohesive,
regardless of background. This trait includes active listening
to subordinates of all ranks and backgrounds and the ability to
effectively self-assess.

(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
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. The boards
should give favorable consideration to those officers who are
deliberate in how they build great people, leaders, and teams.
This is demonstrated through emotional intelligence, self-
awareness, and investing in their people's needs.

(4) COVID-19 Vaccine Refusal Adverse Information.
Promotion selection boards will not consider any adverse

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information related solely to COVID-19 vaccine refusal in cases in which an accommodation was requested. Additionally, you shall not consider any other adverse information related solely to COVID-19 vaccine refusal. If adverse information related solely to COVID-19 vaccine refusal is identified in eligible officer's record, you will notify the board administrative support staff.

(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 the People's Republic of China continues to seek economic and military dominance, it will continue to pursue a 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, and operational contingency planning for Indo-Pacific war plans.

(6) **Joint Officer Considerations.**

(a) Our ability to operate effectively with the other Services is vital to our war-fighting capability. To foster this ability, a number of officers are assigned to joint duty with the Joint Staff, the other Services, and joint organizations. To ensure our ability to conduct joint operations, the Navy is firmly committed to placing as many officers as possible in joint duty assignment billets.

(b) Success in these assignments should be given special consideration, and the statutory joint promotion objectives, delineated in enclosure (4), represent critical requirements that warrant particular consideration when determining which officers are best qualified for promotion. However, these statutory joint promotion objectives do not alter the best and fully qualified selection standard. As such, members shall only select eligible officers who are best and fully qualified for promotion, even if doing so will result in a failure to meet the statutory joint promotion objectives.

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(7) **Acquisition Workforce Considerations.** Acquisition Workforce officers possess the qualifications to manage the development, acquisition, and life cycle support of the Navy's current and future platforms and associated systems. The URL, Aerospace Engineering Duty Officers, Engineering Duty Officer, and Medical Service Corps communities all contain Acquisition Workforce officers. In addition, contracting skills are based in the Supply Corps and Civil Engineer Corps. While there are specific needs and backgrounds in each community, there are overarching acquisition skill sets which are valued and found in all of these communities. Officers who possess these skills, regardless of the community to which they belong, are valued and necessary for the health of the Acquisition Workforce, and should be considered in the broad context of the Acquisition Workforce. Examples of these overarching skill sets include technical and operational knowledge of weapons and major weapons systems (e.g., ships and aircraft), Command, Control, Communications, Computers, and Intelligence (C4I), combat systems, unmanned systems, systems engineering, enterprise information systems, and information technology (IT). In determining the best and fully qualified officers for promotion, you shall give equal consideration to outstanding performance whether in an acquisition or non-acquisition position.

6. **Equal Opportunity Guidance.**

a. 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), sexual orientation, or national origin. The Navy demands a professional working environment in which any of these bases will not limit a Sailor's professional opportunities. Discrimination on any of these bases is contrary to the Department's Core Values of honor, courage, and commitment. Accordingly, within this board's charter to determine the officers who are "best and fully qualified," or "fully qualified," as applicable, you must ensure that officers of every race, religion, color, sex (including pregnancy), sexual orientation, and national origin are given fair and equitable consideration.

b. Your evaluation of all officers must be fair and equitable. You should evaluate each officer's potential to assume the responsibilities of the next higher grade, with the overriding factor being performance of assigned duties.

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c. 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), 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.

d. The Navy has assigned some officers outside of traditional career development patterns, including assignments to institutional instructor and recruiting 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 previously. Such assignment practices should not prejudice the selection of these men and women for promotion. 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.

e. 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), sexual orientation, or national origin.

7. Unrestricted Line (URL) Considerations.

a. Command at sea is most valued within the URL for promotion to O-6, above other command assignments and leadership positions. 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

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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 group as a commanding officer of an Operational Aviation Squadron, Squadron Augmentation Unit, or Navy Reserve Readiness Unit. 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 should receive first priority for merit reordering. Additional consideration should be given to officers with a master's degree, JPME Phase II or JSO complete and stand-out performance in post-command assignments in significant community (CNSP/CNSL, CNSGs, N95/N96, SMWDC, PERS-41, SWSC), nominative positions (MA, DEA, EA), 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 commanding officer afloat, and are recommended for major command should receive first priority for merit reordering. Additional

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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 who are serving, or served
as commanding officer, and were recognized as top performers in
command (#1 or #2 EP) should receive first priority for merit
reorder. Additional consideration should be given to those
officers who demonstrate superior performance on a Flag or Joint
staff, have completed JPME Phase II, or are designated as either
Joint Qualified Officers (reflected by AQD JS5) or Acquisition
Practitioners in Program Management (reflected by AQD AA2).

f. EOD merit reorder slides guide the following discussion:
EOD is a small and competitive community. Due consideration
should be given to those officers who are consistently
recognized as Early Promote (EP) performers in competitive
summary groups during both sea and shore assignments. Priority
should be given to officers awarded EOD "CDR Command" (AQD KG7),
earned a competitive early promote FITREP as a commanding
officer with a 4-month reporting period, and completed in-
resident graduate education. Additional consideration should be
given to officers who have been recognized as a top performer in
a post-commanding officer assignment including Echelon 1-4 major
staff or sequential command. Finally, additional consideration
should be given to officers who have completed a joint tour or
JPME Phase II.

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 HR officers
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, sea duty, and milestone tours.

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

c. Officers who have sustained superior performance in
assigned duties and an increasing scope of responsibilities in
command, leadership, major staff (e.g., SECNAV, OPNAV, OCNR,

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CNRFC, NPC), and/or milestone, indicate potential to succeed at the level of Captain. Officers currently serving in a second command, leadership, or milestone tour in a given paygrade should not be looked upon negatively if their tour is not complete.

d. Officers who have demonstrated sustained superior performance in commander HR command, leadership, milestone tours; sustained superior performance in HR headquarter tours (as indicated by "HR HQ" AQD); and developed competency level expertise and completed qualification standard requirements (to include HR major command PQS) at the advanced or expert level in their designated career track indicate potential to succeed at the level of Captain.

(1) Fully qualified HR captains will have:

(a) Demonstrated superior performance in either a commander HR command/leadership screened tour (commanding officer/executive officer) or commander HR milestone tour.

(b) Developed competency level expertise and completed qualification standard requirements at the intermediate level in career track (FD/FM/FR2).

(c) Command eligible or qualified, as demonstrated by "CQP ELIGIBLE" or "CQP QUALIFIED" AQD.

(d) Current professional HR certification (PHR, SPHR, CDFM).

(e) Master's degree.

(f) Completion of JPME Phase I.

(2) Best qualified HR captains should have (in priority order):

(a) Demonstrated superior performance in commander HR command/leadership screened tour (commanding officer/executive officer).

(b) Demonstrated superior performance in commander HR milestone tour.

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(c) Demonstrated superior performance in lieutenant commander or commander HR headquarters tour.

(d) Developed competency level expertise and completed qualification standard requirements at the Advanced or Expert level in career track (FD/FM/FR2).

(e) Major command eligible or qualified, as demonstrated by "MAJ CMD ELIGIBLE" or "MAJ CMD QUAL" AQD.

(f) HR related master's degree particularly graduate education in Operations Research Analysis, Manpower Systems Analysis, Financial Management, and Education and Training Management, or civilian equivalent (3XXX).

(g) Current professional HR certification (PHR, SPHR, CDFM).

(h) Progress toward designated as a Joint Qualified Officer as demonstrated by a successful tour in a joint billet, and/or completion of JPME Phase II.

e. Officers who have proven HR-focused subspecialties (including Operations Research Analysis, Manpower Systems Analysis, Financial Management, and Education and Training Management, or civilian equivalent), indicate proven application of human capital theories, concepts, and analysis and are valued by the HR community.

f. Officers who maintain a current industry-recognized HR-related certification have demonstrated the ability to understand and apply human capital theories, concepts, and laws/regulations critical to policy development and execution across the Navy.

g. For merit reorder considerations, valued achievements prior to captain:

(1) Top recognized performer across all assignments, and completed or serving in commander HR Command/Leadership Screened (commanding officer/executive officer) tour and commander HR milestone tour.

(2) Major command eligible, as demonstrated by "MAJ CMD ELIGIBLE" AQD.

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(3) HR related master's degree particularly in Operations Research Analysis, Manpower Systems Analysis, Financial Management, and Education and Training Management, or civilian equivalent (3XXX).

(4) Fleet N1/Type Commander/Headquarters/Major Staff experience.

(5) HR proven subspecialty experience (Q/R suffix): (321X, 3130, 3150, 311X).

(6) HR career track Expert.

(7) Designated as a Joint Qualified Officer.

9. **Permanent Military Professor (PMP) Community Considerations.**

The PMP community is a cadre of career naval officers in the grades of captain and commander, with both doctoral degrees and operational experience, who instruct at the United States Naval Academy, Naval War College, or Naval Postgraduate School until statutory retirement. The PMP community provides professional educators who understand the mission of the Navy and the challenges of warfare communities; serve as senior role models to students and junior faculty; and strengthen the military instructor presence at the Navy's educational institutions. The PMP community especially values a sustained superior record of teaching, academic leadership, scholarship, and professional leadership in PMP billets, as well as superior leadership across a career.

a. Teaching. A fully qualified PMP has a professional, positive rapport with students, develops and maintains appropriate learning standards, exhibits mastery of their discipline, and effectively mentors and inspires students. A best qualified PMP also teaches, enhances, develops, and coordinates advanced academic courses and curricula, at the level of a Doctor of Philosophy (PhD) practitioner. Evidence of a best qualified PMP includes superior evaluations of classroom teaching or competitive nomination for teaching excellence awards from among large peer groups.

b. Academic Leadership. A fully qualified PMP has a strong record of leadership in all academic assignments. A best qualified PMP is also evidenced by sustained superior performance in roles such as academic department chair,

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associate chair or equivalent, director of large or advanced courses, or director of institution-wide academic programs.

c. Research/Scholarly Activity. A fully qualified PMP has completed the PhD degree in their field and is actively engaged and contributing in their discipline. A best qualified PMP is a recognized expert in their academic discipline, as evidenced by sustained peer-reviewed publication in selective and impactful venues in the field while serving as a PMP. Additionally, they will have internal and external research collaborations, research with students, receive national or regional recognition through presentations, awards, grants, or invitations, and advance in their professorial academic rank.

d. Professional Leadership. A fully qualified PMP fulfills professional leadership roles within their institution and has a strong and continuous record of leadership in all officer assignments. A best qualified PMP successfully leads large-scale institutional professional development programs and impactful Navy leader development programs that meaningfully advance the professional missions of their institution and the Navy.

10. Engineering Duty Officer (EDO) Community Considerations.

a. Engineering Duty Officers design, develop, deliver, and sustain combat-ready naval power for our nation to fight and win - wherever, whenever, and however it chooses. We rarely take Direct Accessions into the community. Instead, we rely on the infusion of sea-experienced warfighters at the O-3/O-4 level via the lateral transfer process, Probationary Officer Continuation and Redesignation (POCR) process, and the execution of surface and submarine ED Options after warfare qualifications. The sea going experience and attainment of a warfare qualification are major factors which allow us to be better prepared to accomplish our mission and enhance the development of career long credibility with our URL counterparts. Those officers accessed without a warfare qualification (typically Naval Reactor (NR) Instructors and Engineers - 1210/1220 designator) are typically sent to qualify for Submarine Engineering Duty (ED Dolphins). Those who are found to be not medically qualified to pursue ED Dolphins after becoming an EDO are given the opportunity to pursue the Information Warfare Officer (IWO) qualification.

b. As part of the process to attain the Engineering Duty Officer designator (1440), all personnel who enter the community

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must either have or be sent to an institution of higher education to earn an approved subspecialty code (P, N, or D suffix) completing a master's degree in a technical or engineering curriculum. With experience in an appropriately coded billet, P, N or D suffixes will change to Q, M or C suffixes. Approved subspecialty codes are: 51XX (Naval Construction), 5200/5201/5202 (Nuclear Engineering), 53XX (Electrical Engineering), 55XX (Space Systems Engineering), 56XX (Naval Mechanical Engineering), 57XX (Applied Physics), 58XX (Systems Engineering), and 6203 (Computer Science). Some officers may lateral transfer into the community with a master's degree and subspecialty code. These cases are individually reviewed and the community may accept their existing graduate degree and subspecialty code such as the 5000 (General Engineering).

c. Career progression produces senior EDOs with developed expertise in at least one core skill area: Systems Acquisition (Combat Systems, C4I, Strategic Systems), Fleet Maintenance (Shipyards and Regional Maintenance Centers), Ship Acquisition (Surface, Submarine, and CVN new construction/sustainment) or Naval Reactors.

d. The community does not have traditional milestone billets. In FY-24, the community changed its command screening process. Officers now have two opportunities to Commander Command Screen prior to selection for commander and two opportunities to CAPT/Major Command Screen prior to selection for captain. In lieu of milestone screening, EDO Flag approval is required for officers to serve in the following billets: commanding officer, officer-in-charge, CVN CHENG/CSO/RO, Submarine Repair Officer (Tenders, I-level), ACAT I Program Manager Representative (PMR), Flag Executive Assistant (EA), ACAT I Program Office Principal Assistant Program Manager (PAPM), Detailer, OCM, EDO School Staff, and Doctoral (PhD) Studies at NPS or MIT. Director, Naval Nuclear Propulsion Program approval is required for all Naval Reactors EDO assignments.

e. The EDO community assigns its most senior and experienced captains to lead large complex organizations (i.e., Shipyards, Regional Maintenance Centers) or programs (Acquisition Category I program manager positions require a four-year tenure agreement). Board members should carefully examine and assess an officer's ability to lead these large, complex organizations or programs as senior captains.

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f. Fully qualified criteria:

- (1) 1440 designator (qualified EDO).
- (2) Acquisition Professional Member (ACQ FULL QUAL (APM) AQD) (not applicable to Naval Reactors EDOs).
- (3) Legacy Level III DAWIA certification with conferred AQD (e.g., Program Management (ACQ PM LV3 (AA3)), Engineering (ACQ ENG LV3 (AS3)), Production Quality Management (ACQ PQM LV3 (AG3)) or Back to Basics DAWIA PM Practitioner (PM LVL 2 FAC (AA2)) or PM Advanced certification (PM LVL 4 FAC (AA4)) (Not applicable to Naval Reactors EDOs).
- (4) 1440 Naval Reactors EDOs: Naval Reactors/NR Field Office O-5 experience tour.

g. Community values in descending order:

- (1) Superior performance while serving in a position requiring EDO Flag or Director, Naval Nuclear Propulsion Program approval.
- (2) Superior performance in core skill area assignments.
- (3) Screened for major command (MAJ CMD SCRN (AQD 2D4)).

h. For merit reorder consideration, officers who are top recognized performers over two consecutive EDO commander tours should be given first consideration for merit reorder and placed higher on the promotion list. Proven performance in positions of leadership such as commanding officer, officer-in-charge, ACAT I Program Manager Representative (PMR), ACAT I Program Office Principal Assistant Program Manager (PAPM), Shipyard, RMC, or Warfare Center Department Head, Submarine Repair Officer, CVN CHENG, CVN CSO, CVN Reactor Officer or EDO assignments such as overseas tours, sea duty, and INSURV, should be secondary considerations.

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

a. Engineering (1510) community officers provide critical acquisition leadership across the full lifecycle of naval aviation systems to deliver, support, and sustain combat-ready capabilities for the fleet. The AEDO community is a lateral

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transfer-only community, composed of warfare-qualified aviators who typically transition between eight and 17 years of commissioned service. Career progression develops AEDOs to serve in key technical and managerial roles within major acquisition programs, test and evaluation commands, and fleet support organizations. Successful AEDOs demonstrate sustained superior performance across a broad range of increasingly complex billets spanning three primary lines of effort: program management, test and evaluation, and fleet support and production.

b. Maintenance (1520) community officers develop strong leaders to manage the complex challenges of Naval Aviation, generate combat readiness at an affordable cost, sustain weapon platforms and enhance survivability and lethality for the warfighter to win in combat. Successful AMDOs demonstrate sustained superior performance across a broad range of increasingly complex billets spanning multiple lines of effort including aircraft maintenance, fleet support and production, program management, and manning and training.

c. Board members should carefully examine and assess an officer's ability to lead large, complex organizations or programs; work collaboratively across organizations, services, and departments to achieve effective outcomes; and foster teams to maximize performance. Superior performance in leadership positions of significant responsibility is the most important trait for selected individuals.

d. Engineering (1510) officers who are fully qualified shall have:

(1) Superior performance in AEDO command or screen board positions (limited opportunities) and/or listed acquisition leadership tours, identified in the AEDO Career Progression, with significant authority, responsibility, and accountability.

(2) Variety of experience with tours spanning at least two (2) out of the three (3) lines of effort, or operational department head sea tour/tour with industry/fellowship and a tour in at least one (1) line of effort.

(3) Master's degree.

(4) DAWIA Advanced or Practitioner certification.

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e. Engineering (1510) officers who are best qualified should have:

(1) Master's degree in business or technical field.

f. Maintenance (1520) officers who are fully qualified shall have (in priority order):

(1) Superior performance during O-5 leadership tour (Acquisition Command, CVN AIMDO, FRC officer-in-charge, FRC Production Officer).

(2) Corporate tour(s), including tour with industry, desired with successful demonstration of business acumen (cost, schedule, performance).

(3) Engineering and Technical Management Practitioner, Life Cycle Logistics Advanced, or Program Management Practitioner required.

(4) Acquisition Professional Membership.

(5) Master's degree.

g. Maintenance (1520) officers who are best qualified should have:

(1) Master's degree in a business, leadership, or STEM field.

h. For merit reorder considerations, Engineering (1510) officer's values achievements prior to captain:

(1) Top recognized performer in multiple commander leadership tours, where at least one involved authority, responsibility, and accountability above the norm for commander.

(2) Variety of experience, as demonstrated through tours spanning at least two (2) out of the three (3) lines of effort.

(3) Business or technical master's degree.

(4) DAWIA PM Advanced certification and certification in another area.

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i. For merit reorder considerations, Maintenance (1520) officer's values achievements prior to captain:

(1) Sustained superior performer in O-5 leadership tour (ACQ Command, CVN AIMDO, FRC officer-in-charge, FRC Production Officer).

(2) Sustained superior performer across multiple tours and reporting seniors with consistent breakouts.

(3) Corporate tour(s), including tour with industry, complete.

(4) Life Cycle Logistics Advanced or Program Management Practitioner required.

12. 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 varied billets, particularly direct senior leader support, operational staffs, community leadership, Washington, D.C. headquarters, and joint staffs, indicates strong potential for future success, keeping in mind though, that an officer's career track may not include all desired career milestones.

b. PAOs fully qualified for captain should have:

(1) Successfully completed and have demonstrated superior performance in a commander milestone tour (Numbered Fleet, Lead Type Commander (TYCOM)), as demonstrated by earning the 7M2 AQD. Equal consideration should be given to those that demonstrated superior performance in a Commander Command Ashore tour.

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(2) Sustained superior performance providing strategic-level counsel to two- and three-star Flag/General officers on a major staff such as USFFC/PACFLT/NAVEUR, Numbered Fleet, Lead Type Commander (TYCOM), Washington, D.C. headquarters, and/or at joint commands or COCOMs.

(3) A post-graduate degree from a military service college or civilian institution, particularly communication-focused (4400P), either in a Navy-funded billet or independently.

(4) Completion of JPME Phase I.

c. Best qualified PAOs should have (in priority order):

(1) A successful track record of translating commander's vision and intent into public communication strategies and plans; leading, advising, and aligning enterprise public affairs personnel and programs; and integrating public communication efforts across multiple organizations to include the U.S. interagency and/or foreign militaries to achieve strategic and operational goals.

(2) Civilian accreditation in public relations or certification as a communication management professional should be given favorable consideration. The following accreditations/certifications will be given equal consideration.

(a) Accreditation in Public Relations (APR), AQD 7A1.

(b) Accreditation in Public Relations + Military (APRM), AQD 7A2.

(c) Certified Communication Management Professional (CMP), AQD 7C1.

(d) Certified Strategic Communication Management Professional (SCMP), AQD 7C2.

(3) Additional consideration should be given to officers who have made progress toward designation as a Joint Qualified Officer as demonstrated by completion of joint education (JPME Phase I or II) and/or a successful tour in a joint billet.

d. Values for Merit Reorder in order of priority:

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(1) Sustained superior performance throughout their time in grade, with particular scrutiny of their performance in milestone or commander command tour. Additional consideration should be given to officers who have successfully completed overseas/forward deployed numbered fleet tours as the 5th, 6th, or 7th Fleet PAO.

(2) Superior performance in their assigned duties in operational or fleet tours should be weighted more heavily than earning degrees, accreditations, and certifications.

(3) Graduate degree in communications (4400P) and/or Naval War College/service school.

(4) Designated as a Joint Qualified Officer.

(5) Earned Advanced Certification (CMP/SCMP) or Accreditation (APR/APR+M).

13. **Foreign Area Officer (FAO) Community Considerations.**

a. FAOs are the Navy's globally embedded, persistently forward, strategic operators. Career progression produces officers who deliver assured global access and posture, interoperability with U.S. partners, and human information advantage for the fleet. Successful FAOs demonstrate sustained superior performance and increasing responsibilities along three billet types: Embassy Security Cooperation Officer; Defense Attaché Service (Senior Defense Official/Defense Attaché (DATT) or Naval Attaché (NATT)); and Strategy, Plans, and Policy (Navy, Joint, or Inter-Agency staffs). The SDO/DATT serves as both the senior attaché and the senior Security Cooperation Officer.

b. Fully qualified FAOs receive the "FAO Q" AQS. This AQS requires: a political-military master's degree or equivalent; documented language proficiency at a level of 2 or higher in two of three modalities (listening, reading, speaking); and no less than six months of in-region experience. FAOs working toward full qualification hold the "FAO T" AQS.

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

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d. For merit reorder consideration, superior performance in arduous overseas assignment(s) typified by one or more of the following: duty in remote, austere, and challenging locations, typically with unstable governments, authoritarian or non-permissive regimes, or significant environmental hazards. Reserve Component FAOs serving on temporary periods of active-duty and considered for O-6 selection shall be considered for merit reorder under the same conditions.

e. For promotion to Captain, FM2 (milestone complete) is a key attribute in determining the best qualified officers; but non-milestone officers with sustained superior performance in demanding roles may be best qualified for promotion if they excelled in delivering strategic-to-tactical outcomes at Embassy or fleet billets in areas of conflict or intense friction (e.g., wartime Ukraine or Israel, FIFTH Fleet, SEVENTH Fleet afloat). The bar to promotion for a non-milestone complete officer should be high.

f. Fully qualified officers have a 'FAO Q' AQD; completed Joint Foreign Area Officer Phase II (JFAO Phase II); completed JPME Phase I; and maintain proficiency in at least one foreign language.

g. Best qualified officers demonstrate sustained superior performance in increasing levels of leadership across 2 or 3 FAO billet types (Embassy Security Cooperation Officer, Defense Attaché Service, or Strategy, Plans, & Policy). Key attributes include:

(1) Superior performance in a FAO O-5 Milestone tour. Completion is indicated by the FM2 AQD. The milestone tour should be indicated in block 41 of the FITREP during that tour.

(2) Demonstrated superior leadership and team building across organizations (fleet, joint, interagency, allies & partners) while exemplifying Navy Core Values.

(3) Demonstrated leadership delivering national strategic and theater operational outcomes versus strategic rivals regardless of region.

(4) Demonstrated leadership developing Campaign Plans or Security Cooperation Plans, aligning operations, activities, and investments to outcomes to address complex problems.

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h. At this level, the FAO community also values (in order):

(1) Superior performance in a FAO community leadership tour post-milestone [Community Manager (FAO OCM), Detailer, FAO Policy, OPNAV N13F].

(2) Completion of advanced strategic and operational courses: "EXEC OP LVL" AQD, "MOPC" AQD, "MSOC" AQD, "STAFF MRITIM" AQD, "JCWS" Service School, etc.

(3) Fellowship, scholarship, or continued education focused on Pol-Mil, strategy, or integrated multi-domain warfighting planning.

14. Information Warfare (IW) Line Considerations.

a. The IW Line is comprised of officers in the Oceanography (180X), Cryptologic Warfare (181X), Information Professionals (182X), Naval Intelligence (183X), Cyber Warfare Engineer (184X), Maritime Space Officer (187X) and Maritime Cyber Warfare Officer (188X) communities. The IW Line was created to more effectively and collaboratively lead and manage the officers who possess extensive skills in information-intensive specialties. The IW Line 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 the fleet and joint force.

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

c. As of May 31, 2013, all officers in competitive categories that compose the IW Line began receiving rankings within combined IW officer (IWO) summary groups in block 42 of fitness reports. However, officers in competitive categories that comprise the IW Line compete for promotion within their

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respective individual officer designator category IAW SECNAVINST 14001B. As such, past summary group ranking may not fully show an officer's ranking relative to individual officer designator peers in their competitive category.

d. Merit reorder consideration will be given to those IW officers with sustained superior performance, demonstrating exceptional proficiency within their specific IW designator and across multiple IW disciplines afloat and ashore. Officers considered for merit reorder will possess an outstanding record when ranked against their peers, within key operational milestone and leadership positions, and continued advancement of qualifications and higher education. Each IW designator's specific merit reorder consideration criteria is provided in amplified merit reorder consideration slides and will be followed.

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 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 doctorate

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degree will have non-observed fitness reports covering significant periods of time in their careers. Board members should still consider these officers competitive for promotion based on their entire record.

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

e. Fully qualified OCEANO captains will have:

(1) Screened for O-5 milestone.

(2) Successfully completed an advanced degree (technical master's or doctorate) with associated subspecialty Q-code for follow-on assignment to senior officer billets.

f. Best qualified criteria is not a checklist, but rather a list of valued skills and achievements beyond the fully qualified criteria listed above that are indicative of officers prepared for selection to the next higher paygrade. The best qualified OCEANO captains will have:

(1) Demonstrated superior leadership and performance in O-5 command.

(2) Demonstrated superior performance and leadership in billets such as O-5 milestone and at major staffs (SECNAV, OPNAV, BUPERS, NPC), operational commands (U.S. Fleet Forces Command, Commander, Naval Meteorology and Oceanography Command, etc.), and Naval Information Forces.

(3) Demonstrated superior performance and leadership in O-5 major command executive officer and/or O-5 Amphibious Ready Group Information Warfare Commander, if assigned.

16. Cryptologic Warfare (CW) Community Considerations.

a. Leadership and demonstrated excellence in the CW core mission areas of signals intelligence (SIGINT) and electromagnetic warfare (EMW) are the foundation for successful CW officers. The CW community values officers with deep expertise in the information warfare domain (specifically electromagnetic spectrum, space, and cyberspace) and a proven record in cryptologic tours afloat and ashore. Future CW

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leaders embrace a range of assignments in support of Naval and joint operations and have experience across the breadth of CW mission areas to include space or acquisition qualifications. With the establishment of the Maritime Cyber Warfare Officer (MCWO)/188X community, most CW cyberspace planning and effects billets and functionalities within the Cyber Mission Force (CMF) and US Cyber Command (USCC) will transition to the MCWO community by the end of FY-26. However, CW Officers will continue to support cyberspace operations across the information warfare domain.

b. CW officers typically develop deep foundational SIGINT and cyber expertise in assignments at Navy Information Operations Commands (NIOC) and staffs aligned with NSA/CSS Cryptologic Centers, and CMF. 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 as a mobilized individual augmentee (service, national, or joint). Experience in SIGINT is denoted by the BI-series AQDs, while EMW experience is reflected through the BL-series AQDs. CW officers gain cyber expertise under the operational control of USCC, 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 Corps (Acquisition series AQDs). The CW community values officers with experience in Space and Acquisition.

c. Fully qualified CW captains will:

- (1) Be currently assigned to or successfully completed an O-5 milestone tour.
- (2) Have completed an advance degree (master's or doctorate).
- (3) Have completed JPME Phase I.

d. Best qualified criteria is not a checklist, but rather a list of valued skills and achievements beyond the fully

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qualified criteria listed above that are indicative of officers prepared for selection to the next higher paygrade. The best qualified CW captains will:

- (1) Have demonstrated superior performance and leadership in O-5 command.
- (2) Have demonstrated superior performance and leadership in an O-5 milestone tour.
- (3) Have demonstrated superior performance and leadership as O-5 major command executive officer and/or O-5 Amphibious Ready Group Information Warfare Commander, if assigned.
- (4) Have demonstrated proficiency across more than one CW mission area.
- (5) Have an advanced degree (master's or doctorate) in a STEM-related field or in-residence service school.
- (6) Have completed JPME II or joint tour.
- (7) Have demonstrated superior performance in OPNAV, TYCOM, BUPERS, or NPC assignments.

17. Information Professional (IP) Community Considerations.

a. Leadership and demonstrated excellence in C4 and Cyber in the maritime environment are the cornerstones of success for IP officers. Future leaders of the IP community must have a proven record in operational tours, afloat and ashore, 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 has transitioned to a direct-accession model, but there remains a significant number of officers gained from lateral transfer. Boards are encouraged to examine an officer's entire record to assess leadership, critical thinking, operational experience, advanced technical graduate education, and technical expertise. For promotion eligibility purposes, these officers may not have completed all IP milestone assignments. As such, the board is encouraged to evaluate an

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officer's demonstrated sustained superior performance in commensurate warfare-appropriate billets (e.g., department head tours) and technical acumen to assess this aspect of a fully qualified officer. Officers are still expected to complete IP qualifications required for the promotion to the next paygrade.

c. Superior performance in O-5 milestone or command is an outstanding indicator for potential to succeed at the level of O-6. Lack of command assignment should not be a detractor due to insufficient opportunity.

d. Fully qualified IP captains will:

(1) Be in or have completed an O-5 milestone assignment (or equivalent from previous community if accepted via a recent lateral transfer within one year of this board).

(2) Have an advanced degree (master's or doctorate).

(3) Have completed JPME Phase I.

(4) Have completed the IP Advanced Qualification.

e. Best qualified criteria is not a checklist, but rather a list of valued skills and achievements beyond the fully qualified criteria listed above that are indicative of officers prepared for selection to the next higher paygrade. Superior performance in O-5 Milestone or command should be considered an outstanding indicator for potential success. The best qualified IP captains will have:

(1) Demonstrated sustained superior performance in O-5 milestone or substantial leadership positions.

(2) Excelled in a variety of assignments throughout their career. Experience at major headquarters such as OPNAV, Type Commander, fleet commands, BUPERS, and NPC is particularly valued.

(3) Demonstrated superior leadership and performance as O-5 major command executive officer and/or O-5 Amphibious Ready Group Information Warfare Commander, if assigned.

(4) Have an advanced technical degree (master's or doctorate) in a STEM-related field or in-residence service school.

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(5) Have completed JPME Phase II or joint tour.

18. Intelligence (Intel) Community Considerations.

a. Leadership, warfighting competence, and sustained superior performance are the hallmarks of a successful Naval Intelligence Officer. Intel officers should pursue a well-rounded career that demonstrates proven leadership in operationally-challenging environments, Navy and joint operational warfighting proficiency in conducting the range of intelligence operations from all-source tactical intelligence (TACINTEL), to operational intelligence (OPINTEL), to strategic intelligence. They must be experts on a wide range of transnational and state-based adversaries and associated threats, though the Intel community places increasing emphasis on developing expertise on, and gaining experience in dealing with, our nation's top strategic competitors. Intel values additional specialty skills, which are documented in records as Intel-specific AQDs (typically 3XX alpha-numeric AQD series). Consideration should be given to officers extensively screened, selected, and trained as RAIDER CUTLASS officers, executing specialized 1830 missions and sensitive programs in a variety of leadership, operational, and staff assignments around the globe.

b. A very limited number of officers will have had the opportunity to serve as a commanding officer, executive officer or officer-in-charge, and these positions are highly valued. Command/officer-in-charge-screened officers lacking a command and executive officer or officer-in-charge tours due to insufficient opportunity shall not be viewed negatively.

c. Intel gains a significant number of officers through lateral transfer or redesignation, typically at O-3 and below. Some officers will have a mix of assignments in both the Intel community and another Navy community (e.g., aviation, surface warfare, etc.) prior to redesignation into the Intel community. Both are equally valuable and board members are encouraged to examine an officer's entire record to assess career potential, leadership, and warfighting ability.

d. Fully qualified Intel captains will:

(1) Be in or have successfully completed their O-5 milestone tour.

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(2) Have completed an advanced degree (master's or doctorate).

(3) Have completed JPME Phase I.

e. Best qualified criteria is not a checklist, but rather a list of valued skills and achievements beyond the fully qualified criteria listed above that are indicative of officers prepared for selection to the next higher paygrade. The best qualified Intel captains will:

(1) Have superior performance in O-5 operational/sea milestone tour, demonstrating proficiency in leading Intel Operations and integrating other IW disciplines.

(2) Have demonstrated sustained superior performance in competitive summary groups as an O-5/O-4, with special consideration for performance at major intelligence centers, staffs, OPNAV, TYCOM, BUPERS, or NPC assignments.

(3) Have demonstrated leadership and performance in O-5 command (limited opportunity).

(4) Have demonstrated superior leadership and performance as an O-5 major command executive officer and/or O-5 Amphibious Ready Group Information Warfare Commander, if assigned (limited opportunity).

(5) Have completed JPME Phase II or joint tour.

19. Cyber Warfare Engineer (CWE) Community Considerations.

a. The CWE community is built around highly trained and specialized leaders that are focused in the areas of cyberspace capability development and operations, disruptive technologies, and vulnerability research. CWEs are high-demand, low density subject matter experts sharpened via assignments across U.S. TENTH Fleet/FLTCYBERCOM domain and support various National and Joint commands. CWEs' unique skill sets, and experience complements other IWL communities with direct engineering of cyber capabilities and weapons in near-real time.

b. Based on COMNAVIFOR guidance, the CWE community does not complete traditional Junior Officer leadership experiences (division officer, department head) and command-level collateral duties, but focus on leadership of complex technical development

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and operational integration projects that increase in
leadership, scope, and complexity as the CWE advances in rank.

c. The CWE community conducts a limited number of lateral
transfers in paygrades through O-5. These transferring officers
may not have all of the hands-on development experience expected
of a CWE requiring repeat tours at commands that focus on cyber
capability development. Superior performance in the officer's
previous designator should be taken into consideration when
evaluating these officers' promotion potential.

d. Fully qualified CWE captains will:

(1) Have demonstrated sustained and superior
performance.

(2) Have demonstrated expertise in all aspects of
cyberspace operations and capability development supporting
cyber warfare mission areas.

(3) Have demonstrated strong performance as O-5
technical cyberspace leader, demonstrating proficiency in
leading cyber warfare engineers and other cyberspace designators
(e.g., Joint Force Headquarters-Cyber (Navy), Task Group FIVE
Commander, lead for a major cyber-warfare development program,
technical director of a task force or major staff, chief
engineer in a program office).

(4) Be qualified as an IWO under the IWO Qualification
Program,

(5) Have completed an advanced degree (master's or
doctorate) in a technical, cyber engineer related field (e.g.,
cyber operations, computer science, computer engineering, and
electrical engineering).

(6) Have completed JPME Phase I.

e. Best qualified criteria is not a checklist, but rather a
list of valued skills and achievements beyond the fully
qualified criteria listed above that are indicative of officers
prepared for selection to the next higher paygrade. The best
qualified CWE captains will have:

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(1) Completed a doctorate degree in a CWE-related field (e.g., cyber operations, computer science, computer engineering, or electrical engineering).

(2) Two (2) USCYBERCOM Senior-level Developer qualifications, one (1) USCYBERCOM Master-level Developer qualification, or documented equivalent expertise in cyberspace capability development.

(3) Documented expertise in multiple aspects of cyberspace operations including a record of varied tours in Navy, Joint, and national tours.

(4) Documented continuous learning to promote a deep technical understanding in CWE-related fields (e.g., computer engineering, cyber operations, computer science, or electrical engineering).

(5) Completed JPME Phase I.

20. Maritime Space Officer (MSO) Community Considerations.

a. Leadership and demonstrated excellence in the space domain is the cornerstone of success for MSOs. Future leaders of the MSO community must have a documented record of outstanding performance in sea and shore tours with emphasis on technical expertise and operational experience in the space domain, integrating Naval, joint and national space capabilities into maritime operations, or supporting fleet and joint commanders. MSOs should be well versed in technical capabilities, authorities for using space capabilities, adversary space capabilities, and Joint and Naval warfighting doctrine and operational concepts.

b. The MSO community gains all its officers via lateral transfer or redesignation, typically at the O-3 to O-6 level. For promotion eligibility purposes, the board is encouraged to evaluate an officer's performance and warfare qualifications prior to redesignation to identify those best qualified to serve in more senior MSO positions. The key characteristic the MSO community needs in its future leaders is demonstrated warfighting competence and leadership.

c. Fully qualified MSO captains will:

(1) Have demonstrated sustained strong performance.

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(2) Be qualified as an IWO under the IWO Qualification Program.

(3) Have completed an advanced degree.

(4) Have completed JPME Phase I.

(5) Have documented expertise in space (Space-series AQD).

d. Best qualified criteria is not a checklist, but rather a list of valued skills and achievements beyond the fully qualified criteria listed above that are indicative of officers prepared for selection to the next higher paygrade. The best qualified MSO captains will have:

(1) Demonstrated superior leadership and performance in an O-5 operational tour afloat or ashore.

(2) Demonstrated superior performance at major staffs (Fleet HQ/MOC, OPNAV, TYCOM, BUPERS, NPC, Combatant Commands, Joint Commands, etc.).

(3) Completed an advanced degree in technical or national security-related field of study.

21. **Maritime Cyber Warfare Officer (MCWO) Community Considerations.**

a. Leadership, sustained superior performance, and technical expertise in Cyberspace Operations (CO) are the hallmarks of a successful naval MCWO officer. Within the MCWO core mission of CO, leadership and demonstrated excellence span both Offensive Cyberspace Operations (OCO) and Defensive Cyberspace Operations (DCO) with the objective of generating decisive advantage for Navy and joint force through the monitoring, collection, analysis, and exploitation of cyberspace systems, threats, and vulnerabilities; as well as, the exquisite integration of CO with Navy, Joint, and Allied maritime operations. The MCWO community values officers who are able to think critically and leverage their operational acumen and warfighting intuition to inform commanders' decisions, integrate effects across warfare domains, and actively contribute to a culture of warfighting excellence.

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b. MCWO officers gain operational expertise and develop technical acumen in assignments under the operational control of U.S. Cyber Command (USCYBERCOM), U.S. Fleet Cyber Command (FLTCYBERCOM), NSA, and various joint force units (Joint Forces Headquarters/Geographic Combatant Commands). While executing these assignments, MCWOs integrate with fleet and joint forces at the tactical and operational levels as applicable to plan and execute CO worldwide. While breadth of experience between OCO and DCO, varied geographic mission areas, or differing adversary threats is valuable, development of deep expertise in specific technical capabilities, geographic mission areas, or adversaries is equally valuable. As a result, officers with multiple assignments to the same unit or aligned to the same geographic mission area or adversary shall not be viewed negatively. Cyber experience may be documented via the BO-series AQDs.

c. The MCWO community has very limited commanding officer, executive officer, and officer-in-charge opportunities for its officers. While experience in these positions is highly valued, officers screened for command/officer-in-charge have limited opportunities to serve as commanding officer, executive officer, or officer-in-charge. Command/officer-in-charge-screened officers who have not completed a commanding officer, executive officer, or officer-in-charge tour should not be viewed negatively due to insufficient opportunities within the MCWO community.

d. The MCWO community gains a significant number of officers through lateral transfer or redesignation, typically at O-3 and below. Some officers will have a mix of assignments in both the MCWO community and another Navy community (e.g., aviation, surface warfare, other IWL designators, etc.) prior to redesignation into the MCWO community. Sustained superior performance should be assessed throughout an officer's entire career, before and after redesignation. Some officers may not have had an opportunity to serve in a cyber-specific role before becoming eligible. Performance in both designators are equally valuable, and board members are encouraged to examine an officer's entire record to assess career potential, leadership, and warfighting ability.

e. Fully qualified MCWO captains will:

(1) Have demonstrated sustained superior performance.

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(2) Be qualified as an IWO under the IWO Qualification Program.

(3) Have completed an advanced degree (master's or doctorate) in a technical, cyber-related field (e.g., computer engineering, cyber operations, computer science, or electrical engineering).

(4) Have completed JPME Phase I.

(5) Be selected for IW O-5 milestone (or equivalent from previous designator).

f. Best qualified criteria is not a checklist, but rather a list of valued skills and achievements beyond the fully qualified criteria listed above that are indicative of officers prepared for selection to the next higher paygrade. The best qualified MCWO commanders will have:

(1) Demonstrated superior performance in an O-5 leadership tour, milestone tour, or as an O-5 at a major staff (Fleet HQ/MOC, OPNAV, TYCOM, Combatant Commands, Joint Commands, BUPERS, or NPC assignments, etc.).

(2) Progressed as a Joint Qualified Officer beyond JPME Phase I (i.e., JPME Phase I with JDAL or JPME Phase II).

(3) Completed an IW O-5 milestone.

(4) Qualified MCWO Advanced.

22. **Active Limited Duty Officer (LDO) Considerations.** Best and fully qualified officers consistently excel in meeting individual designator attributes, within their competitive category, which are articulated on each competitive category's Community Values Slide denoting milestone/pinnacle assignments, valued achievements, command qualification (when eligibility and timing align per individual warfare enterprise), and self-driven, continuous learning when primary duties allow. As of October 1, 2018, the opportunity to qualify and receive a SWO pin was removed and should not be viewed negatively if opportunity after that date did not exist. Refer to the SECNAV approved Community Value Slides for amplifying information on specific valued achievements for each control grade within the competitive categories.

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23. Recommendation for Reorder of Officers of Particular Merit

a. After the boards have 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.

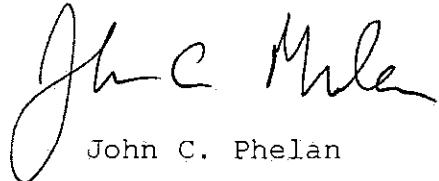
b. A number not to exceed 15 percent of the total selections authorized for each grade and competitive category may be placed higher on the promotion list unless the number calculated is less than one, in which case the number that may be placed higher on the promotion list is one. The boards may determine 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 these boards.

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

24. The Official Navy Record Markup Program (ONRMP) will be utilized to "pre-markup" records with fitness report trend lines, individual trait averages above reporting senior cumulative average, rank changes, and tour lines. The board member assigned is responsible to ensure ONRMP's accuracy during record review.



John C. Phelan

Statutory and Regulatory Promotion Objectives

PROMOTION SELECTION BOARDS

(These objectives DO NOT alter the best and fully qualified selection standard discussed in the convening order.)

1. **Statutory Joint Objectives.** For officers assigned to joint duty within the best and fully qualified standard, the board shall strive to ensure that the following statutory promotion objectives are achieved:

a. Officers who are serving, or have served, on the Joint Staff (JS) are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for officers in the same grade and competitive category who are serving on, or have served on, Navy Headquarters staff; and

JS Rate \geq HQ Rate of Selection

b. Officers in the grades of lieutenant commander or above who have been designated as a JQO are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for all officers in the same grade and competitive category.

JQO Rate \geq Overall Selection Rate for Category

2. **Statutory Acquisition Workforce Objective.** In accordance with 10 U.S.C. § 1731, Acquisition Workforce (AW) officers are expected, as a group, to be promoted at a rate not less than the rate for all line (or the equivalent) officers (both in-zone and below-zone) in the same grade.

AW Rate \geq All Line (or Equivalent) Rate (IZ & BZ)

3. **Regulatory Objective.** Although not contained in statute, the Secretary of War has established an additional promotion objective as a matter of policy. Officers who are serving, or have served since their last promotion board, on the staff of the Secretary of War are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for all officers in the same grade and competitive category who are serving, or who have served since their last promotion board, on the Navy Headquarters staff.

OSD Rate \geq HQ Rate of Selection

4. Prior to adjournment, the board must review the extent to which the statutory and regulatory promotion objectives have been met.