



THE SECRETARY OF THE NAVY

WASHINGTON DC 20350-1000

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From: Thomas W. Harker, Acting Secretary of the Navy  
To: Presidents, FY-22 Active-Duty Navy Commander Line  
Promotion Selection Boards

Subj: ORDER CONVENING THE FY-22 PROMOTION SELECTION BOARDS TO  
CONSIDER OFFICERS IN THE LINE ON THE ACTIVE-DUTY LIST OF  
THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF  
COMMANDER

Ref: (a) FY-22 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

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, February 16, 2021, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-22 Active-Duty Navy and Reserve Officer and Chief Warrant Officer Promotion Selection Board Precept, reference (a), and the Statutory and Regulatory Promotion Objectives, enclosure (4).

2. Promotion Board Authorized Selections. 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-22 Active-Duty Navy Officer Promotion Plan, and furnish the number to the boards. 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 the percent to select is 95, in



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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.

<u>COMPETITIVE CATEGORY</u>	<u>PERCENT TO SELECT</u>
Unrestricted Line Officer	90
Special Duty Officer (Human Resources)	80
Engineering Duty Officer	80
Aerospace Engineering Duty Officer (Engineering)	85
Aerospace Engineering Duty Officer (Maintenance)	75
Special Duty Officer (Public Affairs)	77
Special Duty Officer (Foreign Area)	80
Special Duty Officer (Oceanography)	78
Special Duty Officer (Cryptologic Warfare)	95
Special Duty Officer (Cryptologic Warfare Engineer)	70
Special Duty Officer (Information Professional)	95
Special Duty Officer (Intelligence)	65
Limited Duty Officer (Aviation)	70
Limited Duty Officer (General)	60
Limited Duty Officer (Submarine/Nuclear)	62
Limited Duty Officer (Surface)	60

**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 Active-Duty Officers "Below the Zone."** The board shall identify exceptional officers from below the zone and consider selecting them for promotion to the grade of commander. 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 calculated is less than 1, in which case the number that may be selected from below-zone is 1.



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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 Great Power 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 Great Power 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 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



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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. You shall give favorable consideration to the critical competencies/skills developed by officers who have excelled in specialized career paths.

(1) The following guidance, in the form of "minimum" and "requirements" language, addresses particular shortfalls in the Navy. The minimum number should only be attained if there is a sufficient number of officers determined best qualified among those fully qualified officers who address the particular shortfall.

(2) **Critical Requirements.** Currently, the Navy has a critical need for officers with the competencies/skills listed below. The selection minimum number for officers with the identified competency/skills is provided below. This number should only be attained if there are a sufficient number of officers determined best qualified among those fully qualified officers who possess that competency/skill. The specific skills and associated numbers in the below table shall not be interpreted as quotas.

Competitive Category and Grade: LDO (Aviation) Commander		
Competency/Skill	Minimum	Requirement
6360 - Aviation Ordnance	3	9

(3) **Additional Requirements.** In addition to the specific critical needs listed above, the Navy must continue to develop leaders who possess the competency/skill listed in order of significance below. Give due consideration to demonstrated



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performance and expertise in these areas.

Unrestricted Line (11X0/13X0)

1. Financial Resource Management (FM)
2. Joint Experience
3. Acquisition Corps
4. Requirements Management (RM)
5. Operational 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 (MIW)
12. Naval Special Warfare (NSW) Experience
13. Cyber Operations and Planning
14. Space Cadre
15. Shore Installation Leadership
16. Nuclear Weapons (NW) Technical Expertise
17. Human Intelligence (HUMINT)
18. Targeting
19. Attaché Duty
20. Language, Regional Expertise, and Cultural (LREC) Experience
21. Recruiting Leadership
22. Astronaut Consideration

Human Resources (1200)

1. Operational Analysis (OA)

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. N/A

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Foreign Area (17X0)

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

Oceanography (1800)

1. N/A

Cryptologic Warfare (1810)

1. Space Cadre

Information Professional (1820)

1. N/A

Intelligence (1830)

1. N/A

Cryptologic Warfare Engineer (1840)

1. N/A

Limited Duty Officer (Submarine/Nuclear) (62X0)

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

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.

(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



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evidence of instilling a culture of learning behavior in peers and subordinates and an openness to meaningful feedback.

(c) Education and Professional Development. The board will actively seek those officers whose records reflect operational excellence and increasing education, and exposure to strategic concepts. Great Power Competition demands leaders who possess the ability to outfight and outthink the adversary.

1. 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.

2. 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 is fundamental to development of Navy leaders.

3. 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).



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

5. 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.

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

1. 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.

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 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.  
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.



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(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:

1. Treats every person with respect.
2. Takes responsibility for his or her actions.
3. Holds others accountable for their actions.
4. Intervenes when necessary.
5. Leads and encourages leadership in others.



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6. Grows personally and professionally every day.

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

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

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

10. 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 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



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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 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.



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**(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.

**(7) Acquisition Corps Considerations.** Acquisition Corps 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, and Engineering Duty Officer communities all contain Acquisition Corps 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 Corps, and should be considered in the broad context of the Acquisition Corps. Examples of these overarching skill sets include technical and operational knowledge of Command, Control, Communications, Computers, and Intelligence (C4I), combat systems, unmanned systems, systems engineering, enterprise information systems, information technology (IT), and weapons and major weapons systems (e.g., ships and aircraft). 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.



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6. **Human Resources (HR) Community Considerations.** In addition to the basic attributes of sustained superior performance in positions of increased responsibility, the below is provided to assist in evaluating candidates:

a. Officers who have a successful track record of sustained superior performance and increasing scope of responsibilities in leadership, staff, and/or IA/GSA/OCO/APH assignments indicate potential to succeed at the level of commander.

b. Officers who have successfully completed or have demonstrated superb performance in a lieutenant commander milestone tour (to include command and staff assignments) indicate potential to succeed at the level of commander. Note: SELRES HR Officers only have milestone billets at the commander and captain level.

c. Officers who have a master's degree, particularly HR-focused (including operations research analysis, manpower systems analysis, financial management, and education and training), indicate potential to grasp complex human capital concepts and provide analytical rigor as a human capital analyst within the HR Community.

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

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

f. Successful tours in a joint billet and completion of joint education are valued by the HR Community.

7. **Engineering Duty Officer (EDO) Community Considerations.** Doctoral education is a strategic investment in the future. Advanced graduate education is an important element in maintaining a high velocity learning workforce that is resilient, knowledgeable, ready to address rapid technological advancements, and necessary to help the Navy solve problems,



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plan, lead, respond, adapt, and innovate in increasingly complex environments. As such, EDOs who obtain a technical doctorate degree from a military service college or civilian institution, either in a Navy-funded billet or independently, should be given favorable consideration.

8. Aerospace Engineering Duty Officer (AEDO) (Engineering and Maintenance) Community Considerations. Engineering (1510) officers under consideration for promotion to commander should demonstrate superior performance in a designated O-4 experience tour. Engineering (1510) officers will have varying degrees of acquisition and operational fleet experience. Both are equally valuable for Engineering (1510) officers based on the span of the community's lateral transfer window. Maintenance (1520) officers under consideration for promotion to commander should demonstrate superior performance in a designated O-4 milestone tour. Maintenance (1520) officer experience will include organizational and intermediate fleet maintenance experience at sea and ashore. Board members should carefully examine an officer's entire record to assess leadership, performance, and career potential.

9. Public Affairs Officer (PAO) Community Considerations

a. PAOs use public communication skills, strategies and tactics to support a commander's objectives. Career progression produces senior PAOs who can lead an organization's public communication enterprise and who demonstrate an awareness of and ability to navigate the information environment to achieve desired communication end states. Successful senior PAOs communicate strategically, demonstrate critical thinking, conduct thorough problem analysis, execute tactically, and provide astute counsel to flag officers and staffs. Providing direct public communication support to three- and four-star flag and general officers, and senior executives, including political appointees, and leadership of public communication efforts across large organizations at Echelons I and II are the pinnacles 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 future success, keeping in mind that an officer's career track may not include all desired career milestones due to the recently enacted career milestone and progression model.



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b. Best qualified PAOs should have a balance of increased leadership opportunity and increasing scope of public affairs responsibility in shore and sea billets. Officers who have successfully completed and have demonstrated superb performance in a lieutenant commander milestone tour, as demonstrated by earning the 7M1 AQD, should be given favorable consideration.

c. PAOs who obtain a post-graduate degree from a military service college or civilian institution, either in a Navy-funded billet or independently, should be given favorable consideration.

d. Designation as a JQO, a successful tour in a joint billet, and completion of joint education are valuable in the development of senior PAOs. PAOs who have successfully completed these assignments should be given favorable consideration.

e. PAOs who obtain civilian accreditation in public relations, (AQDs: 7A1, 7A2) or certification as a communication management professional (AQDs: 7C1, 7C2) should be given favorable consideration.

10. **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 combined lethality with positional advantage for the Fleet. FAOs achieve the global objectives in the National Defense Strategy and the CNO's Building Allies & Partners lines of effort. 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 FA(x) AQDs: FA1 CENTCOM, FA2 INDOPACOM, FA3 SOUTHCOM, FA4 EUCOM, and FA5 AFRICOM. 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,



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speaking), and no fewer than six months of in-region experience.  
FAOs still working towards full qualification hold the "FT" AQD.

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, clear recommendations toward early promotion, and especially future flag officer potential, should accompany sustained superior performance. Additional consideration should be afforded to officers who distinguish themselves in arduous overseas assignments 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.

e. Fully qualified officers have an FA(x) AQD and are expected to have completed JFAO Phase I and be current in a foreign language at 2/2 or above.

f. Best qualified officers demonstrate sustained superior performance leading their peers in at least one FAO billet type.

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

(1) Demonstrated leadership advancing the National Defense Strategy objectives versus great power competitors 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) Progression towards foreign language proficiency level of 3 or above. Completion of advanced strategic and operational courses (MSOC, MOPC, JAWS, JIOPC, etc.); significant progress towards JPME I.



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11. Information Warfare Community (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. 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



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Navy, joint and interagency staffs and commands (ashore and afloat), operational space commands, and space acquisition organizations.

## 12. 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 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. Officers under consideration for promotion to commander are considered fully qualified if they are currently assigned to or have completed a designated lieutenant commander operational milestone tour and completed a technical post-graduate education



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with associated subspecialty P- or Q-code. OCEANO officers competing for promotion to commander demonstrate their operational leadership and experience at sea as senior lieutenants or lieutenant commanders. These assignments include carrier strike group (CSG) staff, CVN/LHA/LHD meteorology (OA/QO) division officer, or Naval Special Warfare (NAVSPECWAR) cross functional troop officer-in-charge. Best qualified officers will have demonstrated superior performance and leadership in an operational milestone tour as well as demanding and diverse assignments in leadership tours such as executive officer or officer-in-charge, and/or major staffs, joint positions and TYCOM staffs.

13. 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 (FLT CYBERCOM), NSA, and joint arena (Joint Forces Headquarters/geographic combatant commands). These commands integrate tactically and



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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.

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 toward JQO qualification.

e. Fully qualified CW commanders will have demonstrated proficiency in CW core mission areas (SIGINT, EW, cyber) as well as strong performance in previous assignments, indicating potential to succeed as a commander. All fully qualified CW commanders must be in or have successfully completed a lieutenant commander milestone tour and demonstrated progress toward an advanced degree (master's or doctorate) and 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. The best officers will have completed and have strong performance in a lieutenant commander milestone tour and formalized leadership tour (executive officer/officer-in-charge). The best qualified officers will also have completed advanced education (master's or doctorate) and JPME Phase I. 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).

#### 14. Information Professional (IP) Community Considerations

a. Leadership and demonstrated operational excellence in IP core competencies (communications, combat systems, space operations, network operations, offensive and defensive cyber operations, electromagnetic spectrum management, and knowledge management) 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 have demonstrated



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technical IP expertise supporting naval and joint operations. The most competitive officers will have diversity in assignments to include OPNAV or major headquarters staff, numbered fleet and/or TYCOM, assignments in combat zones, and a balance between afloat staffs, ship's company, squadron/detachment, or expeditionary tours. Space Cadre experience and acquisition experience are also valued, in addition to operational assignments. 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 redesignation, 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 redesignation. As such, the board is encouraged to evaluate an officer's demonstrated sustained superior performance and warfare qualifications to identify those best qualified to serve in more senior IP leadership positions.

c. Fully qualified officers will be in or have completed their O-4 milestone assignment. They will have completed their IP Intermediate qualification and their IWO warfare qualification.

d. Officers who have made progress towards a technical master's degree should be given extra consideration. Officers who have made progress towards JPME should be given extra consideration. Space Cadre, acquisition, and operational planner experience are highly valued. An assignment in a major staff tour is also highly valued.

e. Best qualified officers will have demonstrated superior performance in O-4 milestone billets, afloat and ashore, and completed a technical master's degree that includes significant STEM curriculum. An in-residence degree from one of the service war colleges is also highly valued. Best qualified officers will have also completed JPME Phase I.

f. A significant number of limited duty officers from designators 682X and 629X have laterally transferred or redesignated and will compete for promotion with their 182X peers. In many cases, these high quality officers often have not been afforded the opportunity for advanced education, to



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include JPME. In addition, the 182X community is a new off-ramp community for the 629X designator and former 629X officers may not have completed 182X specific requirements. The board should give due consideration and commensurate weight to demonstrated performance in operational tours when assessing their ability to serve in more senior IP positions.

15. 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 expected to complete the same professional milestone and leadership requirements. All officers should demonstrate progress toward completion of advanced education and JQO qualification.

b. Fully qualified officers must have completed Command Qualification and will have demonstrated outstanding leadership and professional acumen in their mid-career milestone tour (as a lieutenant or lieutenant commander). A limited number of lieutenant commanders will have had the opportunity to serve as a lieutenant commander executive officer/officer-in-charge, and these positions are highly valued. Leadership-screened lieutenant commanders lacking an executive officer/officer-in-charge tour due to insufficient opportunity shall not be viewed negatively. Completion of an advanced education degree and progress towards JQO qualification are highly desired, but not required for selection. Significant consideration should be given to officers who have demonstrated sustained superior performance in multiple operational assignments as a lieutenant and lieutenant commander. Best qualified officers will be top performers with demonstrated proficiency leading, planning, and



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executing intelligence operations and integrating IW disciplines.

c. 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 warfare understanding.

#### 16. Cyber Warfare Engineer (CWE) Community Considerations

a. The CWE Community is built on deep technical expertise and operational knowledge of the cyber domain. CWEs are high-demand, low-density leaders and subject matter experts who are employed primarily at NCWDG, U.S. TENTH Fleet/FLTCYBERCOM, NSA, and Naval Information Warfare Centers. The CWE core mission is offensive and defensive cyberspace capability development, which includes vulnerability research, development, testing, and deployment of software, hardware, radio frequency (RF) components, and data analytics.

b. All officers should demonstrate progress toward completion of advanced education (master's or doctorate degree) during their career and achieve a graduate degree to be eligible for commander and captain. Advanced education in a CWE-related field (e.g., cyber operations, computer science, computer engineering, electrical engineering) is highly valued prior to lieutenant commander, but not required due to limited community quotas at the Naval Postgraduate School. All officers should complete JPME Phase I in order to be eligible for commander. Additionally, all CWEs are expected to engage in continuous learning to expand their technical abilities and keep pace with rapidly evolving technologies. These learning opportunities include individual courses (in-person or online), industry certifications, participation in technical conferences or events, publication of original work, cyber Capture-the-Flag events, and participation in fellowships or development programs (e.g., CNODP or SECNAV Tours with Industry).

c. The CWE career path changed in Fiscal Year 2019 (FY-19) and moved away from a legacy path that called for CWEs to lateral transfer to the CW or IP designator between five and eight years of commissioned service. Former CWEs were allowed to return to the CWE Community and will have records that show



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service as a CWE, then as a CW or IP, followed by a return to CWE. Additionally, under the Constructive Grade Credit authorities granted by the FY-19 National Defense Authorization Act, some CWEs may have been accessed into the Navy at a paygrade above ensign due to their advanced education and/or specialized experience. As a result, these officers will have less total time in service (and fewer fitness reports) than their peers competing for promotion to the same paygrade.

d. Part of the recent rapid CWE community growth has come through lateral transfer in senior paygrades O4 through O6. In some of these cases, the transferring officer may not have all of the hands-on development experience expected to be gained while a junior CWE. In these cases, superior performance in the officer's previous designator should be taken into consideration when evaluating an officer's promotion potential.

e. Fully qualified CWE commanders will have demonstrated experience in offensive or defensive cyber warfare mission areas as well as demonstrated leadership (e.g., dept, div, team) in previous assignments, indicating potential to succeed as a commander. All fully qualified CWE commanders must possess an advanced degree (master's, engineer's, or doctorate). Advanced education in a CWE-related field (e.g., cyber operations, computer science, computer engineering, electrical engineering) is highly valued. Fully qualified officers will also be JPME Phase I complete.

f. The best qualified CWE officers will have documented expertise across multiple CWE core mission areas (e.g. hardware, software, RF spectrum capability, data analytics), as documented by a record of diverse offensive and defensive tours at warfare centers, fleet staffs, and national assignments. The best officers will have demonstrated strong technical leadership of software development teams and/or RF Spectrum/EW capability development teams. Additionally, it is highly desired that they have demonstrated continuous learning to promote a deep technical understanding in CWE-related fields (e.g. computer engineering, cyber operations, computer science, electrical engineering).

**17. Active Component Limited Duty Officer (LDO) Line**

**Considerations.** Active component LDO Officer Summary Groups changed to 1 October 2017 to prepare for FY-22 selection boards. Selection within the aggregate (LDO Line) has changed to four



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distinct competitive categories (Surface, NUC/SUB, Aviation and General Line). 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. As of 1 October 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.

**18. Recommendation for Reorder of Active-Duty 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. If the majority of the members of the board determine there are officers of particular merit, then the board must recommend those officers of particular merit be placed higher on the promotion list and the order in which they should be placed. If the majority of the members of the board determine there are no officers of particular merit, then the board may recommend no officers for merit-based reordering.

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.

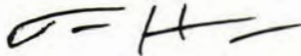
c. Officers of particular merit are those officers whose records contain documented performance consistently superior to the performance of other officers recommended for promotion by this board.



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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.



Thomas W. Harker  
Acting



## 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, or have served, at Navy Headquarters; and,

**JS Rate  $\geq$  HQ Rate of Selection**

b. Officers in the grades of lieutenant commander and above, who have been designated as a joint qualified officer (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 Corps Objective.** In accordance with 10 U.S.C. § 1731, Acquisition (ACQ) Corps officers are expected, as a group, to be promoted at a rate not less than the rate for all source community officers, both in the zone (IZ) and below the zone (BZ), in the same grade.

**ACQ Corps Rate  $\geq$  Overall Selection Rate for Source Community**

3. **Regulatory Objective.** Although not contained in statute, the Secretary of Defense has established an additional promotion objective as a matter of policy. Officers who are serving, or have served since being considered by the most recent promotion board, on the staff of the Secretary of Defense will, as a group, 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, or who have served since being considered by the most recent promotion board, at Navy Headquarters.

**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.



## Statutory and Regulatory Promotion Objectives

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ACQ Corps Rate  $\geq$  Overall Selection Rate for Source Community

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Enclosure (4)