



THE ASSISTANT SECRETARY OF THE NAVY
(MANPOWER AND RESERVE AFFAIRS)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

JAN 08 2021

From: Assistant Secretary of the Navy (Manpower and Reserve Affairs)

To: Presidents, FY-22 Active-Duty Navy Captain 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 CAPTAIN

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, January 13, 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

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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	65
Special Duty Officer (Human Resources)	59
Special Duty Officer (Permanent Military Professor)	73
Engineering Duty Officer	60
Aerospace Engineering Duty Officer (Engineering)	60
Aerospace Engineering Duty Officer (Maintenance)	50
Special Duty Officer (Public Affairs)	42
Special Duty Officer (Foreign Area)	47
Special Duty Officer (Oceanography)	50
Special Duty Officer (Cryptologic Warfare)	85
Special Duty Officer (Information Professional)	70
Special Duty Officer (Intelligence)	48
Limited Duty Officer (Aviation)	40
Limited Duty Officer (General Line)	40
Limited Duty Officer (Submarine/Nuclear)	50
Limited Duty Officer (Surface)	40

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 captain. The board must ensure that these exceptional below-zone candidates are fully considered for promotion if they meet the best and fully qualified standard. A number not to exceed 10 percent of the total selections authorized for each grade and competitive category may be selected from below-zone unless the number 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 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 their respective competitive category. Proven and sustained superior performance in command or other leadership positions in

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difficult and challenging assignments is a definitive measure of fitness for promotion. Furthermore, successful performance and leadership in combat conditions demonstrate exceptional promotion potential and should be given special consideration. Each board member shall apply this guidance when deliberating and voting. Additionally, members will use the considerations below to guide their determination of the best qualified officers.

c. **Skill Requirements.** The Navy must focus on the skills mandated by current needs and on developing the professional competencies required in our future leadership. The Navy and joint force leadership need to comprise a diverse blend of male and female officers who have excelled in both traditional and specialized career paths. Give due consideration to demonstrated performance and expertise in the competencies/skills 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 Resource Management (FM)
2. Joint Experience
3. Acquisition Corps
4. Requirements Management
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
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

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Human Resources (1200)

1. Recruiting Leadership

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

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

1. N/A

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

1. Nuclear Trained Limited Duty Officers (LDOs) and Chief Warrant Officers (CWOs)
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.

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

(c) Education and Professional Development. The 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

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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).

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.

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

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7. An officer's previous participation in the
Career Intermission Program shall not be considered.

(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.

(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:

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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.
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.

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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 Process and Primary Prevention extended training and are thereby qualified as train-the-trainers tasked with equipping Command Resilience Teams with the skill set 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.

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(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.

(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

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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.

6. **Unrestricted Line (URL) Considerations.** 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 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.

7. **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 an increasing scope of responsibilities

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in leadership, major staff, and/or IA/GSA/OCO/APH assignments
indicate potential to succeed at the level of captain.

b. Officers who have successfully completed or have
demonstrated superb performance in an O-5 milestone tour (to
include command and staff assignments) indicate potential to
succeed at the level of captain.

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 an officer's potential to grasp complex human
capital concepts and provide analytical rigor as a senior leader
and policy maker in the HR Community.

d. Officers who have proven HR-focused subspecialties
(manpower systems analysis, operations research analysis,
financial management, and education and training management)
indicate proven 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. Designation as a JQO, a successful tour in a joint
billet, and completion of joint education are valued by the HR
Community.

8. **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 USNA, 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,
scholarship, academic leadership, and professional leadership in
PMP billets, as well as superior leadership across a career.

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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. Research/Scholarly Activity. A fully qualified PMP has completed the PhD degree in their field and is actively engaged in and contributing to it. 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, as well as internal and external research collaborations, research with students, national or regional recognition through presentations, awards, grants, or invitations, or advancement in professorial academic rank.

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

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.

9. **Aerospace Engineering Duty Officer (AEDO) (Engineering and Maintenance) Community Considerations.** Officers under consideration for promotion to captain should demonstrate superior performance within a designated O-5 command equivalent (Maintenance 1520), acquisition command tour (limited opportunities), or O-5 non-command screened leadership position (Engineering 1510). Board members should examine an officer's ability to lead large, complex organizations or programs and the

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ability to work collaboratively across organizations, services and departments to initiate and sustain effective team performance. Superior leadership, including the ability to foster diverse and inclusive teams, is the most important trait for selected individuals.

10. **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.

b. PAOs who have a successful track record of sustained superior performance and an increasing and progressive scope of responsibilities in diverse assignments providing strategic-level counsel to two- and three-star leaders, and experience in numbered fleet, or lead type commander (TYCOM), Washington, D.C. headquarters, major staff, and joint billets indicate potential to succeed as a captain.

c. PAOs who have 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 and diverse organizations to include the U.S. interagency and/or foreign militaries in order to achieve strategic and operational goals indicate potential to succeed as a captain.

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d. 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.

e. Designation as a JQO, a successful tour in a joint billet, and completion of joint education are valuable in the development of PAOs who are qualified to be O-6 combatant commander (CCDR) PAOs and candidates for flag officer.

f. PAOs who obtain civilian accreditation in public relations + military (AQD: 7A2) or certification as a strategic communication management professional (AQD: 7C2) should be given favorable consideration.

11. **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, 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.

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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 who have an FA(x) AQD are expected to have completed JFAO Phase II and be current in a foreign language at 2/2 or above.

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

g. Superior performance in an O-5 Milestone tour is valued by the FAO Community. Completion of a FAO milestone tour is indicated by the FM2 AQD.

h. 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, and significant progress towards JQO.

12. Information Warfare (IW) Community Considerations

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

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

13. 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

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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 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 experience are highly valued.

e. Fully qualified OCEANO officers will have screened for command or screened for O-5 milestone assignment. The best qualified officers have demonstrated leadership and superior performance in command. Superior performance in O-5 milestone should be viewed favorably. Milestone assignments include numbered fleet oceanographers, major staffs, and joint positions. Superior performance in positions of leadership at major staffs such as OPNAV, Bureau of Naval Personnel/Naval Personnel Command, SECNAV, Joint Staff, operational commands (U.S. Fleet Forces Command, Commander, Naval Meteorology and Oceanography Command, etc.), and TYCOM are highly valued. Officers qualified for promotion to captain will have completed a technical postgraduate education with associated subspecialty Q-code for follow-on assignment to senior officer billets.

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14. **Cryptologic Warfare (CW) Community Considerations**

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

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

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

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

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

15. 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 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

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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. While superior performance in command as an O-5 indicates potential to succeed at the level of O-6 there are very limited opportunities for IP command as an O-5, so lack of assignment should not be a detractor.

d. Fully qualified officers will be in or have completed their O-5 milestone assignment. They will also have completed JPME Phase I and their IWO warfare qualification.

e. Officers who have made progress beyond JPME Phase I towards JQO should be given extra consideration. Space Cadre and acquisition experience are highly valued. An assignment in a major staff tour is also highly valued.

f. Best qualified officers will have demonstrated superior performance in O-4 and O-5 milestone billets, afloat and ashore, and have 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 the IP Advanced qualification.

16. 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

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

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 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 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

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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.

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.

A handwritten signature in blue ink, appearing to read "Greg Slavonic", with a stylized flourish at the end.

Gregory J. Slavonic

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.