



THE ASSISTANT SECRETARY OF THE NAVY
OFFICE OF THE SECRETARY
(MANPOWER AND RESERVE AFFAIRS)
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JAN - 9 2023

From: Robert D. Hogue, Principal Deputy Assistant Secretary of the Navy (Manpower and Reserve Affairs) Performing the Duties of the Assistant Secretary of the Navy (Manpower and Reserve Affairs)

To: Presidents, FY-24 Active-Duty Navy Captain Line Promotion Selection Boards

Subj: ORDER CONVENING THE FY-24 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-24 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 11, 2023, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-24 Active-Duty Navy and Reserve Officer and Chief Warrant Officer Promotion Selection Board Precept, reference (a), and (as applicable) the Statutory and Regulatory Promotion Objectives, enclosure (4).

2. **Promotion Board Authorized Selections**

a. The total number of officers who may be recommended in each competitive category shall be the number that most closely approximates the percentage set forth below of in-zone eligible officers determined as of the date the boards convene. The Chief of Naval Personnel shall determine the number of in-zone eligible officers on the convening date, calculate the number

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that may be recommended for promotion under the percentages set forth in the FY-24 Active-Duty Navy Officer Promotion Plan, and furnish the number to the boards.

b. If the computation results in a fraction of a number of 0.5 or greater, that fraction is rounded up to the nearest whole number, unless that rounded number is itself greater than 95% of the in-zone eligible officers, in which case the fraction is rounded down to the nearest whole number. If the computation results in a fraction of a number less than 0.5, that fraction is rounded down to the nearest whole number. The boards may recommend up to the number provided by the Chief of Naval Personnel.

<u>COMPETITIVE</u> <u>CATEGORY</u>	<u>PERCENT</u> <u>TO SELECT</u>
Unrestricted Line Officer	60
Special Duty Officer (Human Resources)	78
Special Duty Officer (Permanent Military Professor)	83
Engineering Duty Officer	59
Aerospace Engineering Duty Officer (Engineering)	59
Aerospace Engineering Duty Officer (Maintenance)	50
Special Duty Officer (Public Affairs)	67
Special Duty Officer (Foreign Area)	58
Special Duty Officer (Oceanography)	57
Special Duty Officer (Cryptologic Warfare)	60
Special Duty Officer (Information Professional)	90
Special Duty Officer (Intelligence)	47
Special Duty Officer (Maritime Space)	67
Limited Duty Officer (Surface)	50
Limited Duty Officer (Nuclear/Submarine)	50
Limited Duty Officer (Aviation)	50
Limited Duty Officer (General Line)	43

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

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

4. **Consideration of Officers "Below-Zone"**. The boards shall identify exceptional officers from below-zone and consider selecting them for promotion to the grade of captain. The

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boards must ensure that these exceptional below-zone candidates are fully considered for promotion if they meet the best and fully qualified standard. A number not to exceed 10 percent of the total selections authorized for each grade and competitive category may be selected from below-zone unless the number calculated is less than one, in which case the number that may be selected from below-zone is one.

5. Best and Fully Qualified Selection Standard

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

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

(2) The Navy is composed of men and women representing dozens of different ethnic groups and hundreds of cultural heritages. Fully qualified officers must be capable of leading personnel from widely varying backgrounds and mentoring a diverse workforce while executing the Navy's strategic diversity initiatives. The Navy's ability to meet this leadership challenge depends, in part, on having leaders who reflect our very best, including performance, professional experience, and education. This capability is demonstrated by an officer's willingness and ability to be open to the diversity of ideas, experiences, and backgrounds of others. Conversely, factors which demonstrate a lack of this ability include, but are not

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limited to: substantiated equal opportunity/equal employment
opportunity complaints and/or any substantiated finding of
hazing, hostile work environment, or maltreatment.

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

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

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

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

b. **Best Qualified.** Among the fully qualified officers, you
must recommend for promotion the best qualified officers within
their respective competitive category. Proven and sustained
superior performance in command or other leadership positions in
difficult and challenging assignments is a definitive measure of
fitness for promotion. Furthermore, 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

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and voting. Additionally, members will use the considerations below to guide their determination of the best qualified officers.

(1) Command, whether at sea or ashore, is fundamentally about preparing for and leading in combat. You should select those officers who seize absolute ownership of their assigned mission and all that goes into its accomplishment. A command's mission is absolutely essential to the Navy's ability to fight and win. Look for those officers that imbue this belief in their team. Look for those that take fierce pride in this obligation. Select the officers that are the example their team reflects and those that embody humility, selflessness, and complete transparency.

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

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

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

Unrestricted Line (11X0/13X0)

1. Financial Resource Management (FM)
2. Joint Experience
3. Acquisition Corps
4. Requirements Management

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5. Operations Analysis (OA)
6. Navy Operational Planner
7. Education and Training
8. Naval Strategist Subspecialty
9. Expeditionary Warfare
10. Integrated Air and Missile Defense (IAMD)
11. Mine Warfare
12. Naval Special Warfare (NSW) Experience
13. Cyber Operations and Planning
14. Space Cadre
15. Unmanned Systems (UxS)
16. Shore Installation Leadership
17. Nuclear Weapons (NW) Technical Expertise
18. Human Intelligence (HUMINT)
19. Targeting
20. Attaché Duty
21. Language, Regional Expertise, and Cultural
(LREC) Experience
22. Recruiting Leadership
23. Astronaut Consideration

Human Resources (1200)

1. Operations Analysis (OA)
2. Education and Training
3. Recruiting Leadership
4. Joint Experience

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

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Foreign Area (17X0)

1. Naval Strategist Subspecialty
2. Navy Operational Planner
3. Attaché Duty
4. Joint Experience
5. LREC Experience

Oceanography (1800)

1. N/A

Cryptologic Warfare (1810)

1. Space Cadre

Information Professional (1820)

1. N/A

Intelligence (1830)

1. N/A

Maritime Space (1870)

1. N/A

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

1. N/A

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

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

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

1. N/A

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

1. N/A

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

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

(a) **Commitment to Operational Excellence.** Because Mission One for every officer is the operational readiness of our Navy, the best qualified officers will demonstrate an

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unrelenting commitment to operational excellence. This commitment will be evidenced by mastery of the skills critical to naval warfare. The Navy values service and superior performance on operational fleet and subordinate command staffs.

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

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

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

ii. The Navy values completion of graduate education and development of a subspecialty. Degrees from the Naval Postgraduate School, the Naval War College or equivalent Service institutions, and civilian education programs that result in assignment of a subspecialty code or award of Additional Qualification Designation (AQD) codes are desirable.

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Proven expertise from an experience tour utilizing that subspecialty in necessary tours is both valued and fundamental to development of Navy leaders.

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

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

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

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

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

i. The boards may give favorable consideration to those officers who have displayed superior performance while serving in IA/GSA/OCO/APH assignments in direct support of OCO, Irregular Warfare, and the National Defense Strategy and, in particular, those IA/GSA/OCO/APH assignments that are extraordinarily arduous 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.

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

(e) Encourages both compliance and creativity.

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:

(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 their peers, superiors, and subordinates. Accountability may be demonstrated by achieving and maintaining high standards, honestly assessing progress, and adjusting as required. Officers demonstrate initiative by taking ownership, acting to the limit of their authorities, and looking at new ideas with an open mind. Toughness can mean marshalling all sources of strength and resilience, including rigorous training; encouraging the fighting spirit of our people; and providing steadfast support to our families. Officers who demonstrate these core attributes ensure the Navy remains the world's finest navy and deserve your careful consideration when selecting officers who are best and fully qualified.

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

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

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

iii. Takes care of themselves and their teammates.

iv. Embraces diversity of thought and background, and fosters inclusion and connectedness.

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

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

(c) Demonstrates a commitment to personal and professional growth. You should give careful consideration to officers who 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. The board may give favorable consideration to those officers who have well-implemented those programs foundational to the Navy's Culture of Excellence campaign. In doing so, they will have created a

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sense of inclusiveness and connectedness in creating teams that
generate superior outcomes.

(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 boards 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.

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

6. **Equal Opportunity and Diversity Guidance**

a. Diversity is the strength of our Nation. The Navy benefits when we capitalize on the diverse experience, perspective, innovative spirit, background, and ideas in our ranks. Diversity is focused on maximizing the warfighting effectiveness of our Navy by drawing upon the entirety of our talents and backgrounds. Diversity is not founded on statistics, percentages, or quotas. Diversity is about achieving peak performance. Our Navy should draw upon the entire possible set of talents and backgrounds to maximize our warfighting capability, innovate, to address new threats and challenges, and take advantage of emergent opportunities.

b. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to

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

c. Your evaluation of all officers must be fair and equitable. You should be particularly vigilant in your evaluation of records to take care that no officer's promotion opportunity is disadvantaged by service utilization policies or practices. You should evaluate each officer's potential to assume the responsibilities of the next higher grade, including his or her ability to successfully lead a diverse organization, the overriding factor being performance of assigned duties.

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

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

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

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

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

e. The Navy has assigned some officers outside of traditional career development patterns (e.g., institutional instructors, diversity officers, recruiting, and equal opportunity billets). These assignments, though greatly beneficial to the Navy, may have foreclosed to the officers so assigned opportunities available to other officers. In

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addition, other utilization policies or practices, such as those based on statutory restrictions on the assignment of women, may have had an effect on career opportunities. Such assignment practices should not prejudice the selection of these men and women for promotion; to do so may deny the Navy the diversity of talent, background, and experience we should seek and which is necessary for sustained success in our changing world. Successful performance of duties assigned is the key in measuring an officer's potential for promotion; duty performed well by men and women affected by such utilization policies or practices should be given weight equal to duty performed well by an officer not affected by such policies or practices.

f. This guidance shall not be interpreted as requiring or permitting preferential treatment of any officer or group of officers on the grounds of race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, or national origin.

7. Unrestricted Line Officer (URL) Considerations

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

b. Aviation merit reorder slides guide the following discussion: Naval Aviation is a large and competitive community. Those officers who are consistently recognized as Early Promote (EP) performers in competitive summary groups during both sea and shore assignments should receive first priority for merit reordering. Priority should be given to officers who have earned a #1 EP FITREP in a competitive summary group as a Commanding Officer of an Operational Aviation squadron and have been a top 10 percent EP in all prior assignments. All communities value longer periods of recognized performance as a Commanding Officer. Naval Aviation values follow-on shore tours in nominative assignments and Naval Aviation Enterprise (NAE)-valued community staff assignments

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(N98, PERS-43, NAWDC, CNAF/CNAL EA). Priority should be given to officers who earn an EP FITREP in one of these assignments. Aviation Officers selected for a bonus command opportunity (FRS) or Major Command (CVN nuclear power pipeline) should also be prioritized. Finally, additional consideration should be given to officers who have completed in-residence graduate education; met the criteria as a Joint Qualified Officer; and/or officers who have completed a tour in Financial Management or Operations Analysis.

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

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

e. Naval Special Warfare merit reorder slides guide the following discussion: Those officers recognized as top performers while serving as commanding officer who have completed JPME Phase II and are designated as either Joint Qualified Officers or as Defense Acquisition Workforce Improvement Act Program Manager III (DAWIA PM III) should receive first priority for merit reorder. Additional consideration should be given to officers who have demonstrated superior performance on a Flag or Joint staff, completed a competitively screened operational tour at either a SEAL Delivery Vehicle Team or a Tactical Development and Evaluation Squadron, completed a Sensitive Reconnaissance Operation, or served in a detailer or community management assignment.

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

(1) EOD merit reorder slides guide the following discussion: Priority should be given to officers awarded "CDR Command" AQD (KG7), earned a competitive early promote FITREP as a Commanding Officer with a 4-month reporting period and completed in-resident graduate education. Additional consideration should be given to officers who have completed a joint tour or JPME Phase II.

8. Human Resources (HR) Community Considerations

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

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

c. Officers who have sustained superior performance in assigned duties and an increasing scope of responsibilities in command, leadership, major staff, milestone and/or IA/GSA/OCO/APH assignments, particularly at the current paygrade, indicate potential to succeed at the level of captain. Officers currently serving in a second command, leadership, or milestone tour in a given paygrade should not be looked upon negatively if their tour is not complete.

d. Officers who have developed competency level expertise and completed qualification standard requirements (to include HR command PQS) at the advanced level or higher in their primary career track indicate potential to succeed at the level of

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captain. Officers may have to complete tours outside of their primary track to achieve community values. Note: Career Tracks are only applicable to AC 1200 HR officers.

e. Officers who have a master's degree, particularly HR-focused (3XXX) (including Operations Research Analysis, Manpower Systems Analysis, Financial Management, and Education and Training Management, or civilian equivalent), indicate an officer's potential to grasp complex human capital concepts and provide analytical rigor as a senior leader and policy maker in the HR Community.

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

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

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

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

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

a. Teaching. A fully qualified PMP has a professional, positive rapport with students, develops and maintains appropriate learning standards, exhibits mastery of their

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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 and contributing in their discipline. A best qualified PMP is a recognized expert in their academic discipline, as evidenced by sustained peer-reviewed publication in selective and impactful venues in the field while serving as a PMP; 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.

10. Engineering Duty Officer (EDO) Community Considerations.

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

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

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

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

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

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

12. Public Affairs Officer (PAO) Community Considerations

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

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responsibilities in diverse assignments providing strategic-level counsel to two and three-star flag officers, 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. Officers who have successfully completed and have demonstrated superior performance in a commander milestone tour, as demonstrated by earning the 7M2 AQD, should be given favorable consideration, keeping in mind though, that an officer's career track may not include commander milestone tours due to their recent establishment.

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.

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 Joint Qualified Officer, 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 (COCOM) 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.

g. Considerations for Merit Reorder. Values for merit reorder are listed on the merit reorder slide in order of priority:

(1) Emphasis should be placed on a sustained superior performance throughout their time in grade, with particular scrutiny of their performance in milestone or independent tours.

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(2) Officers selected for merit reorder should stand out among those selected for promotion as the best of the group.

(3) Superior performance in their assigned duties in operational or fleet tours is more important than earning degrees, accreditations and certifications.

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

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

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

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.

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

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

f. Best qualified officers demonstrate sustained superior performance in increasing levels of leadership across all three FAO billet types (Security Cooperation, Attaché, and Staff Strategy, Plans, and Policy).

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

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

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

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

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

h. 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.

14. Information Warfare (IW) Community Considerations

a. The IW Community is comprised of officers in the Oceanography (180X), Cryptologic Warfare (181X), Information Professionals (182X), Naval Intelligence (183X), Cyber Warfare

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Engineer (184x) and Maritime Space Officer (187X) communities. 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, have deep technical/operational experience in the IW Community domain, are innovative and bold, think creatively and challenge assumptions, and take well-calculated risks to deliver outcomes. As such, board members should view an officer's performance in leadership assignments as an indicator of their ability to lead 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 rankings within combined IW summary groups in block 42 of fitness reports. However, officers in competitive categories that comprise the IW Community continue to compete for promotion within their respective individual community categories. As such, summary group position may not fully show an officer's position relative to individual community peers.

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

15. Oceanography (OCEANO) Community Considerations

a. The OCEANO community's core mission capability and capacity draws on experience and expertise in the fields of

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meteorology, oceanography, precise time and astrometry, bathymetry, geophysics, and hydrography, and is focused on providing timely and relevant support to fleet and joint operations. OCEANO officers typically develop foundational expertise in assignments at operational meteorology and oceanography (METOC) commands.

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

c. Education is valuable and highly regarded for OCEANO officers. All officers will participate in advanced education leading to a Master's of Science degree in Meteorology and/or Physical Oceanography. Additional graduate level education is also valued. Officers who have participated in advanced education leading to a technical master's degree or a doctorate degree will have non-observed fitness reports covering significant periods of time in their careers. Board members should still consider these officers competitive for promotion based on their entire record.

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

e. Fully qualified OCEANO captains will have:

(1) Screened for O-5 milestone.

(2) Successfully completed technical post-graduate education with associated subspecialty Q-code for follow-on assignment to senior officer billets.

f. Best of fully qualified criteria is not a checklist, but rather a list of valued skills and achievements beyond the fully qualified criteria listed above that are indicative of officers

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prepared for selection to the next higher paygrade. The best
qualified OCEANO captains will have:

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

(2) Demonstrated superior performance and leadership in
billets such as O-5 Milestone and at major staffs (SECNAV,
OPNAV, Bureau of Naval Personnel, Navy Personnel Command),
operational commands (U.S. Fleet Forces Command, Commander,
Naval Meteorology and Oceanography Command, etc.), Naval
Information Forces, and MAJCOM XO.

16. Cryptologic Warfare (CW) Community Considerations

a. Leadership and demonstrated excellence in the CW core
mission areas of signals intelligence (SIGINT), electronic
warfare (EW), and cyber operations are the foundation for
successful CW officers. The CW Community values officers with
deep expertise in the information warfare domain (specifically
electromagnetic spectrum and cyberspace) and a proven record in
cryptologic tours afloat and ashore. Future CW leaders embrace
a diverse range of assignments in support of naval and joint
operations and have experience across the breadth of CW mission
areas to include space or acquisition qualifications.

b. CW officers typically develop deep foundational SIGINT
and cyber expertise in assignments at NIOCs and staffs aligned
with Cryptologic Centers, Cyber 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 (Acquisition series AQDs). The CW

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Community values officers with experience in Space and
Acquisition.

c. Fully qualified CW captains will:

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

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

(3) Have completed JPME Phase I.

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

(1) Have demonstrated superior leadership and
performance in an O-5 leadership tour as an O-5 commanding
officer or O-5 major command executive officer.

(2) Have demonstrated superior leadership and
performance in an O-5 milestone tour.

(3) Have demonstrated proficiency across more than one
CW core mission area (SIGINT, EW, cyber).

(4) Be designated a Joint Qualified Officer (JQO).

(5) Have demonstrated superior performance in OPNAV or
TYCOM assignments.

17. **Information Professional (IP) Community Considerations**

a. Leadership and demonstrated excellence in C4 and Cyber
in the maritime environment are the cornerstones of success for
IP officers. Future leaders of the IP Community must have a
proven record at sea, in shore C4 and Cyber tours, and
demonstrated technical IP expertise supporting naval and joint
operations. Afloat and ashore tours in different geographic
locations are highly valued as they demonstrate a breadth of
experience and knowledge of global Navy operations.

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b. The IP community gains a significant number of officers through lateral transfer or re-designation, typically at O-3 and O-4. For promotion eligibility purposes, these officers will not have completed the IP- milestone - assignments. As such, the board is encouraged to evaluate an officer's demonstrated sustained superior performance in warfare-appropriate billets (e.g., department head tours) and technical acumen to identify this aspect of a fully qualified officer.

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. Lack of command assignment should not be a detractor.

d. Fully qualified IP Captains will:

(1) Be in or have completed an O-5 milestone assignment (or equivalent from previous community if a recent lateral transfer).

(2) Have completed a master's degree.

(3) Have completed JPME Phase I.

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

(1) Demonstrated superior performance in O-4 and O-5 milestone assignments.

(2) Demonstrated superior performance in O-5 command or executive officer billets.

(3) Demonstrated superior performance in OPNAV or TYCOM assignments.

(4) Completed the IP Advanced Qualification.

(5) JQO progress beyond JPME Phase I.

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18. Intelligence (Intel) Community Considerations

a. Leadership, warfighting competence, and sustained superior performance are the hallmarks of a successful naval INTEL 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 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 Intel officer (1830) billets support the DoD-wide, joint-service RAIDER CUTLASS initiative. Officers serving in these billets are extensively screened and trained, perform multiple operational assignments, and expected to complete the same professional milestone and leadership requirements. All officers should demonstrate progress toward completion of advanced education and JQO qualification.

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

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

d. Fully qualified Intel Captains will:

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

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

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(3) Have completed JPME Phase I.

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

(1) Have superior performance in O-5 operational/sea milestone tour.

(2) Be a top recognized performer at a competitive Intel center, staff, OPNAV, or TYCOM tour as an O-5.

(3) Have demonstrated proficiency in leading Intel Operations and integrating other IW disciplines.

(4) Have superior performance in O-5 command or XO/OIC tour (limited opportunity).

(5) Have progressed as a Joint Qualified Officer (JQO) beyond JPME Phase 1.

19. **Maritime Space Officer (MSO) Community Considerations**

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

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

c. Fully qualified MSO captains will:

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- (1) Have demonstrated sustained strong performance.
- (2) Be warfare qualified in any warfare area.
- (3) Have completed JPME I.

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

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

(2) Documented expertise in space (Space series AQD).

(3) A master's degree in technical or national security-related field of study.

(4) Qualified as an IW Officer under the IW Community Qualification Program.

20. **Active Limited Duty Officer (LDO) Considerations.** Active component LDO Officer Summary Groups changed 1 October 2017 to prepare for FY-21 selection boards. FY-24 is year four of promotion within competitive categories. 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 who have demonstrated outstanding leadership and professional acumen commensurate with the opportunities provided in their designator career path. As per each individual competitive category's Career Value Slide, the 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.

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21. Recommendation for Reorder of Officers of Particular Merit

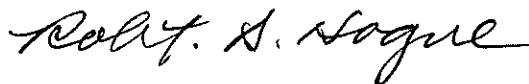
a. After the board has determined all best and fully qualified officers who should be recommended for promotion, it shall proceed to determine whether any of the recommended officers are of particular merit to be placed higher on the promotion list than their lineal number would place them. The officers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

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.



Robert D. Hogue
(PTDO)

Statutory and Regulatory Promotion Objectives

PROMOTION SELECTION BOARDS

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

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

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

JS Rate \geq HQ Rate of Selection

b. Officers in the grades of lieutenant commander or above who have been designated as a 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 Workforce Objective.** In accordance with 10 U.S.C. § 1731, Acquisition Workforce (AW) officers are expected, as a group, to be promoted at a rate not less than the rate for all line (or the equivalent) officers (both in-zone and below-zone) in the same grade.

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

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

OSD Rate \geq HQ Rate of Selection

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