

FY-27 NAVY ACTIVE-DUTY AND RESERVE OFFICER AND CHIEF WARRANT OFFICER PROMOTION SELECTION BOARD COMPETENCY/SKILLS INFORMATION

This Secretary of the Navy (SECNAV) approved document provides additional information regarding competency/skill requirements listed in the selection board convening order. This document is a comprehensive list of all possible requirements across communities and paygrades. Individual selection boards should only reference the particular requirements listed in the competency/skill requirements section of the board's convening order.

Competencies/skills, listed in alphabetical order, include:

- a. Acquisition Corps
- b. Astronaut Consideration
- c. Attaché Duty
- d. Cyber Operations and Planning
- e. Education and Training
- f. Expeditionary Warfare
- g. Financial Management (FM)
- h. Fires Operations, Space and Planning
- i. Integrated Air and Missile Defense (IAMD)
- j. Joint Experience
- k. Language, Regional Expertise, and Cultural (LREC) Experience
- l. Mine Warfare
- m. Naval Special Warfare (NSW) Experience
- n. Naval Strategist Subspecialty
- o. Navy Operational Planner
- p. Nuclear Trained Limited Duty Officers (LDO) [and Chief Warrant Officers (CWO)]
- q. Nuclear Weapons (NW) Technical Expertise
- r. Operations Analysis (OA)
- s. Personnel Exchange Program (PEP)
- t. Recruiting Leadership
- u. Requirements Management
- v. Shore Installation Leadership
- w. Space Cadre
- x. Targeting
- y. Unmanned Systems (UxS)

a. **Acquisition Corps**. Acquisition Corps community officers possess the qualifications to manage the development, acquisition, and life cycle support of the Navy's current and future platforms and associated systems. Acquisition Corps community officers serve in critical acquisition positions and key leadership positions, which both have statutory

requirements. To meet these statutory requirements, specific training and detailing to acquisition billets can preclude Acquisition Corps community officers from acquiring joint duty credit and serving in traditional command billets. To develop officers eligible to serve as major program managers and major acquisition shore commanders, assignments given to these officers may result in career patterns different from officers who have served exclusively in their primary specialty. Evaluate the quality of an Acquisition Corps community officer's performance in acquisition assignments as having weight equal to that ordinarily given to other members of their respective communities who have followed more traditional career paths.

b. **Astronaut Consideration.** Naval Astronauts command, pilot, and operate crewed vehicles in space for the benefit of humankind and provide critical crew perspective and leadership throughout the National Aeronautics and Space Administration (NASA), and international partner space agencies for all aspects of human space exploration. Officers are selected to be Naval Astronauts from the Unrestricted Line (URL), Aerospace Engineering Duty Officer (AEDO), Engineering Duty Officer (EDO) and Medical Corps communities at the O-3/4/5 level. Naval Astronauts support the National Security Strategy by providing a cadre of proven superior performing operational experts with a technical background to NASA. The Naval Astronaut community consists of 5-10 Naval Officers who, when selected, are sustained, superior performers in their warfare communities, retain their original designators and transition to permanent assignment to NASA. Officers serving as NASA Astronauts are not expected to meet the milestones of their original communities.

(1) Best and fully qualified Naval Astronauts have completed, or are on track to complete, initial training (Astronaut Candidate - ASCAN) and are assigned to a space mission or in an assignable status (meet NASA standards and criteria). Due to the small size of this community and decade plus tour lengths, Naval Astronauts will often rotate back and forth between junior and senior roles in both ground and space assignments. These unique community attributes mean that specific roles are not an indicator of a successful career. This community values Naval Astronauts who complete ASCAN training and maintain assignable status. Board members should take into account that Naval Astronauts who maintain an assignable status are excelling in a career path that requires them to command, operate and pilot multi-billion dollar space vehicles in the high-risk environment of Earth Orbit, Lunar Space, the surface of the moon and eventually Mars.

c. **Attaché Duty.** Attaché duty, which includes Senior Defense Official/Defense Attaché, American Legation U.S. Naval Attaché (ALUSNA) and Assistant ALUSNA, provides the Navy with specially trained and skilled officers who possess language capabilities, regional expertise, and cultural experience. Officers selected for attaché duty undergo a rigorous and competitive selection process and are personally screened and endorsed by SECNAV. These officers serve as the principal advisors in foreign countries to U.S. ambassadors, combatant commanders, and the leadership of the Department of Defense (DoD). The skill set necessary to become a certified and diplomatically accredited attaché may require the officer to spend time in a "not observed" or "1 of 1" fitness report position or status during training. Give careful consideration to officers who show sustained superior performance in attaché tours, as these officers have demonstrated an ability to operate in ambiguous environments and foreign theaters, while bringing valued geo-strategic perspective back to the Fleet.

d. **Cyber Operations and Planning.** Operations in the cyberspace domain are critical to execution of joint and Naval operations. Officers manage and execute operational missions that include DoD information network operations, offensive and defensive cyberspace planning and operations, cyber intelligence, surveillance and reconnaissance, and computer network exploitation. Particular emphasis should be given to officers with experience in multiple facets of cyberspace operations.

e. **Education and Training.** The Navy requires officers to support a multitude of training and educational billets often outside their mainstream career path. Give careful consideration to officers who have served tours in training commands or educational institutions, have served as faculty at military educational institutions or have otherwise contributed significantly to the development of the current and future workforce through individual or team training innovations.

f. **Expeditionary Warfare.** Near-peer competition and conflict will drive the Navy away from fixed infrastructures and elevate the value the Navy places on expeditionary warfare within the littorals. Naval combat forces will conduct Distributed Maritime Operations to maintain maritime movement and maneuver at the timing and tempo of the fight. This requires the promotion and retention of officers who have gained experience serving in critical expeditionary billets. Give special consideration to officers who have demonstrated performance in force development, force generation and force

employment of expeditionary capabilities to include: construction, logistics, intelligence, maritime security, diving, explosive ordnance disposal, mine countermeasures, and reserve component mobilization and training. Multiple tours in expeditionary assignments of increasing complexity are particularly valued, and an officer's performance in challenging expeditionary assignments should be regarded as equal to the performance of other members of his or her respective community who have served in more traditional billets.

g. **Financial Management (FM)**

(1) FM expertise is the bedrock of maximizing the readiness and lethality return on investment (ROI) for our Fleets and Systems Commands (SYSCOM) of appropriated resources. In order to effectively advocate for resources and exercise the utmost degree of financial stewardship at senior levels, the Navy requires exceptional FM subspecialty officers who combine demonstrated superb operational performance, keen analytical ability and judgment, and extensive FM experience. Developing FM officers with these prerequisites is accomplished with the following subspecialty career progression:

(a) FM mid-grade officers (mid-grade O-4/O-5): FM post-graduate education or an entry-level experience tour.

(b) FM senior officers (senior O-5/O-6): FM assignments that leverage a record of operational excellence and previous FM experience.

(c) FM flag officers: Combine broad proven operational excellence and extensive FM experience tours.

(2) Give careful consideration to the Navy's need for senior officers offering the combination of demonstrated superb operational performance and strong accumulated expertise in FM experience tours in budgeting and programming within the following organizations: Office of the Assistant Secretary of the Navy (Financial Management and Comptroller) Office of Budget (FMB); Office of the Chief of Naval Operations (OPNAV) N8; OPNAV N9; Joint Chiefs of Staff (JCS)-J8; Office of the Under Secretary of Defense (OUSD) (Comptroller); OUSD (CAPE); combatant commander (COCOM)-J8 staffs; Fleet-N8 staffs; and type commander (TYCOM)-N8 staffs.

(3) Give special consideration to those who have earned the subspecialty code of a fully qualified FM officer: 3111, with suffixes listed below:

(a) 3111Q: FM Master's Degree (Master of Business Administration (MBA)) + one or more FM experience tours;

(b) 3111R: Multiple FM experience tours (without MBA);

(c) 3111S: Single FM experience tour (without MBA).

h. **Fires Operations, Space and Planning**. The Naval Force is facing an increasingly complex and contested operational environment that requires the expertise and experience of command and control of maritime forces. To maintain our competitive advantage, it is crucial that we promote officers who possess the requisite skills, knowledge, and experience to effectively plan, coordinate, integrate, synchronize and employ kinetic and non-kinetic fires capabilities across all domains. The Navy values officers with Fires expertise generated through formal training and experience. Additional qualification designator (AQD) BZ1, BZ2 and BZ3 demonstrate that an officer has both the training and experience in the employment of Fires. Additionally, Naval officers who possess an understanding of the space domain as demonstrated through the attainment of the Space Operations AQD VS5 are also of great value to the joint force and Naval service. In order to execute Fires, an officer should understand the Navy's planning process through the attainment of the JOM or JPM AQD. Board members should favorably consider officers demonstrating significant proficiency in at least one of these areas of Naval Fires.

i. **Integrated Air and Missile Defense (IAMD)**. IAMD officers require background and experience in theater and regional air, cruise missile, hypersonic missile, ballistic missile defense, and associated command and control. In the rapidly evolving threat environment, IAMD officers need a firm understanding of threat-based mission planning tools and methodologies, netted sensors, integrated fire control, cross-domain supported/supporting capabilities, intelligence, surveillance and reconnaissance (ISR), and counter ISR and adversary hard/soft kill capabilities and tactics. Experience in IAMD capability and concept development and integrated employment of those capabilities should be particularly emphasized. Give special consideration to those who have earned the AQD KW2 - Integrated Air and Missile Defense Warfare Tactics Instructor (WTI) and KWC indicating the completion of a WTI production tour.

j. **Joint Experience.** The Navy must ensure its future leaders are skillful warfighters designated as Joint Qualified Officers, well versed in joint matters and strategic thinking. Give careful consideration and value to demonstrated performance in a joint duty assignment, as well as completion of joint professional military education (JPME Phase I and II).

k. **Language, Regional Expertise, and Cultural (LREC) Experience.** Officers who have demonstrated competence in assignments requiring foreign LREC experience provide a unique combination of skills critical to our Navy. This mission-essential capability is highly valuable, ensuring the Navy can operate forward. Place particular emphasis on officers who have demonstrated the use of foreign languages and cultural knowledge to advance Navy's international objectives and counter U.S. adversaries in any region. Give added consideration to officers who have obtained an Indo-Pacific Cadre AQD (BR0-BR5), as well as those who have demonstrated language proficiency in Chinese-Mandarin, Korean, Japanese, Arabic, Persian-Iranian (Farsi), French or Russian.

l. **Mine Warfare (MIW).** Combatant commanders must be able to conduct littoral operations and control the sea. Naval mines are a worldwide threat that have inflicted more damage than any other Naval weapon since World War Two and can deny access to Joint Forces for a prolonged period of time. In 2017, the Chief of Naval Operations (CNO) stated that mine warfare was "our most urgent warfighting requirement." To ensure the Navy's ability to both counter and employ mines, it is essential to develop a cadre of officers with MIW expertise to include joint and coalition MIW operations, requirements and acquisition, integrated training and certification, and mining planning and operations. Fleet commanders need MIW officers who can provide expert advice on both offensive and defensive MIW and TYCOMs must have staff who can ensure proper MIW Force manning, training and equipping. Officers who have completed multiple MIW tours afloat and ashore with increasing complexity are particularly valued and should be considered equal to members of their respective communities who have followed more traditional career paths. Give special consideration to those who have earned the AQD KW4 - Mine WTI and KWC indicating the completion of the WTI production tour.

m. **Naval Special Warfare (NSW) Experience.** NSW provides maritime SOF capability to enable joint force lethality and survivability inside denied and contested areas. NSW works closely with the Fleet and joint force to help solve operational problems across the spectrum of competition, crisis and conflict

as well as prepare for future conflict. Officers assigned to NSW execute operations and exercises worldwide to deliver kinetic and non-kinetic effects, enable domain awareness, and execute targeting in support of fleet maneuver. They are experienced in special operations support to the Fleet, joint and interagency operations, working closely with allies and partners, space and cyber operations, and employment of unmanned systems in support of maritime combined arms maneuver. Give careful consideration to demonstrated performance and expertise in this area and consider any tour in NSW as an extremely demanding and enriching assignment.

n. **Naval Strategist Subspecialty.** Strategists (230x) possess the appropriate education, ideally coupled with experience to manage the development, execution and assessment of strategy. They fill a number of key assignments on various high-level staffs, including the Navy staff, combatant commander and Naval component commander staffs, Joint Staff, Office of the Secretary of Defense staffs, and National Security Council staff. It is essential to develop, employ, and retain this cadre of officers and capitalize on their strategy-associated tours in mid-grade and senior officer pay grades. Mid-grade officers with political-military education and requisite tour experience are critical to current strategy development and essential to building fully qualified (education and utilization tour) senior leadership for the future. Give careful consideration to officers with demonstrated performance in strategy, who demonstrate potential for future growth, who continue to perform well in operational tours, but who may not have had traditional shore rotations and break out opportunities.

o. **Navy Operational Planner.** Navy leadership will apply operational art during operational-level planning in the development of Joint Campaigns. A substantial investment was made by the Navy in the training of Numbered Fleet commanders to be Joint Force Maritime Component Commanders and the establishment of our Maritime Operations Centers. That investment must be matched by commanders and captains who, having the requisite expertise to lead maritime and joint planning, are retained to capture the investment in their education, operational experience, and fleet leadership skills. Navy officers who attend advanced warfighting schools (Maritime Advanced Warfighting School, School for Advanced Military Studies, School of Advanced Warfighting, School of Advanced Air and Space Studies, and Joint Advanced Warfighting School) receive the "JP1" AOD and upon completing lead operational planner assignments receive the "JP3" AOD. Combatant

commanders, the joint staff, joint task force staffs, and fleet staffs all demand proven operational planning leaders who have attended an advanced warfighting school and are prepared to fight and win a joint campaign. Careful consideration shall be given to promoting those officers who have attained proven operational planning expertise as evidenced with the awarding of a "JP-1" or "JP-3" AQD.

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

(1) Some nuclear-trained LDOs (620X) and CWOs (740X) serve in unique assignments outside of the mainstream LDO/CWO career path. These assignments are among the highest priority "needs of the Navy." The LDOs/CWOs filling these assignments will not have the traditional career milestones, i.e., warfare or command qualifications, and division officer or department head tours. They are specifically screened and selected to exercise Department of Energy regulatory responsibility as technical experts in Naval nuclear propulsion plant maintenance, refueling, construction, operation and training. They report directly to the Director, Naval Nuclear Propulsion Program on matters pertaining to reactor and radiological safety. The unusual responsibilities and non-traditional career path of these officers should be viewed positively, given the importance and highly specialized nature of the community.

(LDO Captain Selection Board)

(2) The career path for nuclear trained LDOs does not include command opportunity until after selection for captain. The career path for nuclear trained LDOs falls into two distinct categories: Fleet and Naval Reactors:

(a) Nuclear Power (Fleet 6200) Limited Duty Officers serve as leaders and technical managers in all matters related to the supervision, operation, and maintenance of naval nuclear propulsion plants. Based on assignment via sustained superior performance, extensive experience, and demonstrated leadership, a nuclear fleet LDO's pinnacle career path billet is as CVN Chief Engineer (CHENG).

(b) Nuclear Power (Naval Reactors (NR) 6200) Limited Duty Officers serve as leaders and technical managers in the oversight of all matters related to the supervision, operation, and maintenance of naval nuclear propulsion plants. Based on assignment via sustained superior performance, extensive experience and demonstrated leadership, a nuclear NR

LDO's pinnacle career path billet is as a Naval Reactors Representative (NRR). NRRs are individually selected by the Director of the Naval Nuclear Propulsion Program to serve as his personal representatives and nuclear regulators at each location. The position of NRR is equivalent to ashore command for other designators.

Include in the consideration sustained superior performance at all levels, with special consideration for performance in major staff and community assignments, command level positions (CO, XO, OIC, CoS), and to those that demonstrate life-long learning (technical certificates, advanced degrees).

q. **Nuclear Weapons (NW) Technical Expertise**

(1) Unrestricted Line Officers (11XX/13XX), Engineering Duty Officers (144X), LDOs (626X), and CWOs (726X) who serve or have served in billets directly responsible for the design, maintenance, transportation, operation, security, storage and testing of nuclear weapons and nuclear weapons systems possess unique critical skills and expertise. These skills are essential to support the safety, security, and reliability of the #1 Navy mission - strategic deterrence. Navy officers completing a NW Junior/Senior Technical Supervisor tour receive the "SP6/SP7" AQD. Give careful consideration to the demonstrated performance of officers with these skills and this expertise.

(2) LDOs (626X) and CWOs (726X) routinely serve in unique assignments outside of the mainstream LDO/CWO career path. These assignments are among the highest priority "needs of the Navy." The LDOs/CWOs filling these assignments will not necessarily have the traditional career milestones, i.e. warfare or command qualifications, and division officer or department head at sea tours. They are specifically screened and selected to exercise responsibility as technical experts in Naval nuclear weapons and weapons system construction, operation, maintenance and training. These LDOs/CWOs provide subordinate leadership to Submarine and Strategic Weapons Facility commanding officers (COs), as well as TYCOM, Fleet and OPNAV staffs. They report directly to the Director, Strategic Systems Programs (SSP) on matters pertaining to nuclear weapons safety. The unusual responsibilities and non-traditional career path of these officers should be viewed positively, given the importance as well as small size and highly specialized nature of the community.

(3) Give careful consideration to the Navy's need for senior officers offering the combination of demonstrated superb operational performance and strong accumulated expertise in NW experience tours within the following organizations: SSP; OPNAV; OUSD; STRATCOM; NAVSEA; Fleet; and TYCOM staffs.

(LDO Captain Selection Board)

(4) The career path for nuclear weapons trained LDOs does not include command opportunity until after selection for captain. Their pinnacle career path billets (assignment based on extensive nuclear weapons technical expertise and leadership experience) are Fleet/Strategic Systems Programs Chief Nuclear Weapons Inspector (CNWI) and Executive Officer of Strategic Weapons Facilities (SWF). Submarine ordnance LDOs (6260) who are serving or who have served as a CNWI or SWF Executive Officer should be viewed as equivalent to the position of nuclear LDOs (6200) who are serving or have served as a CVN chief engineer.

r. **Operations Analysis (OA)**

(1) In order to effectively advocate for resources and exercise the utmost degree of analytic rigor at senior levels, the Navy requires exceptional OA subspecialty officers who combine demonstrated superb operational performance, keen analytics ability and judgment, and extensive OA experience. Developing OA officers with these prerequisites is accomplished with the following subspecialty career progression:

(a) OA mid-grade officers (mid-grade O-4/O-5): OA post-graduate education.

(b) OA senior officers (senior O-5/O-6): OA assignments that leverage a record of operational excellence and previous OA education and experience.

(2) Give careful consideration to the Navy's need for senior officers offering the combination of demonstrated superb operational performance and strong accumulated expertise in OA experience tours in analysis, within the following organizations: Office of the Chief of Naval Operations (OPNAV) N8, OPNAV N1, U.S. Pacific Fleet (USPACFLT); U.S. Fleet Forces (USFF); Joint Chiefs of Staff (JCS)-J3 and J8; Office of the Secretary of Defense (OSD) (CAPE); Combatant Commander (COCOM)-J3 and J8 staffs; Bureau of Medicine (BUMED); Bureau of Naval Personnel (BUPERS); and SYSCOM staffs.

(3) Give special consideration to those officers who have earned the subspecialty code of a fully qualified OA officer: 3211, with suffixes listed below.

(a) 3211Q: OA Master's Degree (Masters of Science in Operations Research (OR) + one or more 18 month OA experience tours;

(b) 3211P: OA (Masters of Science in Operations Research);

(c) 3211I: Immediate Graduate Education Program (Master of Science in Applied Science (Operations Research));

(d) 3211L: Graduate Certificate in Systems Analysis or Data Science.

s. **Personnel Exchange Program.** The Personnel Exchange Program (PEP) enhances international and interservice relationships by providing exchange opportunities for US Navy officer personnel, both foreign and domestic. The Navy currently conducts 208 exchanges with 20 foreign nations, and 40 interservice exchanges with USAF, USA, USMC and USCG. The program objective is to integrate participants into the host organization as though they belong to the Service to which they are assigned. Separate and distinct from programs such as security assistance or technical assistance field teams, the intent of PEP is to:

(1) Provide a cadre of U.S. Navy officer personnel familiar with other Military Services for enhanced inter-service relationships;

(2) Share the experience, professional knowledge, and doctrine of the respective Services to the maximum extent permissible within existing laws and policies;

(3) Foster in the personnel exchanged, and in the personnel with whom they work, a mutual appreciation for the policies and doctrines of their respective services; and

(4) Encourage mutual confidence, understanding and respect necessary to strengthen relationships between participating military services.

As the Navy adapts to an increasingly complex security environment, it is imperative that we develop a cadre of officer personnel who are experienced in working with our allies and

partners as we prepare for the high-end fight. The knowledge and skills these officers learn and share further the strategic goals of the Navy. Additionally, by building personal and professional relationships with key personnel in other nations/services these officers become strategic assets the Navy can leverage to meet the nation's strategic priorities and interests.

t. **Recruiting Leadership.** Navy Recruiting Command COs will lead one of 26 Navy Talent Acquisition Groups (NTAGs) that encompass American and overseas locations.

(1) An average NTAG covers 140,000 square miles across several states, and some include facilities in Puerto Rico, U.S. Virgin Islands, Europe, Guam, and Japan. Each NTAG employs 150-250 Sailors, civilians and contract employees in 30-50 dispersed recruiting facilities with a \$25M annual budget.

(2) All recruiting command COs must possess the following:

(a) Ability to develop, implement and manage plans to meet measurable goals in support of Fleet manpower requirements for over 200 distinct officer and enlisted programs;

(b) Adaptability, flexibility, and critical thinking and problem-solving skills in the areas of sales, human resources, non-traditional force protection, public affairs, budgeting, and logistics;

(c) Adroitness and finesse in outreach to and working with senior military staffs, House and Senate members and staffers, local and state government officials, senior civilian executives and school program officials;

(d) Ability to provide proactive decentralized leadership over geographically dispersed personnel while separated from their own immediate superior in command (ISIC) and support structure;

(e) Ability to learn quickly and flourish in a unique and challenging public-facing command.

u. **Requirements Management (RM)**

(1) The RM Community was established by NAVADMIN 228/17, per CNO's direction to develop RM officers in a manner "similar

to the Acquisition and Financial Management communities." RM officers are formally trained and designated, and are sought for repetitive tours in key Naval and joint requirement development billets at progressively higher leadership positions.

(2) RM officers identify and define current and future Navy requirements, and partner with the FM and Acquisition communities to align requirements with resources and acquisition life-cycle management, providing the what, when, and how-much regarding Navy investments in capability development, procurement and sustainment. In order to provide relevant, comprehensive warfighting value to the requirements process, these officers must have demonstrated superior expertise in their warfare designation and must have the acumen to engage in: the Joint Capabilities Integration and Development System; Urgent Operational Needs process; Planning, Programming, Budgeting and Execution process; special programs; Office of the Secretary of Defense Program Review; and regular congressional engagements.

(3) Developing RM officers with these prerequisites is accomplished with the following subspecialty career progression:

(a) RM mid-grade officers (mid-grade O-4/O-5): RM post-graduate education or an entry-level experience tour;

(b) RM senior officers (senior O-5/O-6): RM assignments that leverage a record of operational excellence and previous RM experience.

(4) Give careful consideration to the Navy's need for officers possessing the combination of demonstrated operational performance and accumulated expertise in RM experience tours within the following organizations: OPNAV N9 (N9I/N94/N95/N96/N97/N98/N9DW/N9SP); OPNAV N2/N6; OPNAV N4; OPNAV N8; JCS; COCOM staffs; Fleet staffs; and TYCOM staffs.

(5) Give special consideration to those officers who have earned the subspecialty code of a fully qualified RM officer: 6500/6511, with suffixes listed below.

(a) 6500/1/2/Q: 6500/1/2P, one RM experience tour and Requirements Management Certification Training (RMCT);

(b) 6511Q: 31XXP/32XXP, one RM experience tour and RMCT;

(c) 6511R: 6511S designation and additional RM experience tour;

(d) 6511S: Non-RM subspecialty code, one RM experience tour and RMCT.

v. **Shore Installation Leadership**. Shore installation leadership requires officers to plan, develop, coordinate, and execute integrated solutions across Navy commands, budget-submitting offices and warfare and provider enterprises for the operation and sustainment of Navy shore infrastructure, base operating support and current and future platform requirements. Given the importance of this mission enabler, when selecting officers to fill this vital role, careful consideration should be given to demonstrated superior Fleet and shore performance and expertise in their ability to enable operational forces, facilitate total force readiness, foster and sustain relationships, develop and implement communication strategies, and manage all aspects of shore operations efficiently and effectively. The following job and educational experience should be considered: Fleet leadership experience; any job pertaining to antiterrorism/force protection; emergency management; training, financial, or personnel management; and advanced educational degrees including, but not limited to, operations analysis, business administration, community development, city planning, public administration, law enforcement, financial management, and environmental management. In addition, consideration should be given to past Get Real, Get Better (GRGB) and Performance-to-Plan performance, to include implementation of GRGB principles, formal, coordinate problem-solving efforts, and metrics driven process improvements.

w. **Space Cadre**. Success of Naval operations is highly dependent on national, DoD, allied and commercial space capabilities to deliver and protect assured command and control, battlespace awareness and integrated fires to the fleet. It is imperative that the Navy maintain a cadre of space professionals comprising officers from the URL, Information Warfare, AEDO and EDO communities who are competent in joint space planning and operations, requirements generation, research and development and acquisition of both space-based and space-dependent capabilities. Members of this cadre may have atypical career paths because of specialized education, training and assignments outside of the Navy, which makes them valuable to Navy. Give careful consideration to officers with these skills, expertise, and demonstrated performance.

x. **Targeting**. Targeting systematically analyzes and prioritizes targets, and matches appropriate lethal and nonlethal actions to those targets to create specific desired effects that achieve the commander's objectives. The Navy requires targeteers who are experts in kinetic, non-kinetic, and high value individual targeting. Having targeting expertise within the Navy is vital to warfighting effectiveness and helps ensure Naval effects can be coordinated and synchronized across the spectrum of joint fires. Targeting expertise is gained through formal training (AQD 3A2) and through practical experience. Certain jobs in targeting result in an additional AQD, but not all.

y. **Unmanned Systems (UxS)**. As the Navy adapts to an increasingly complex security environment, it is imperative that we develop a cadre of officers who are able to confidently operate and maximize the capabilities of UxS as part of a hybrid force. As technology matures, the Fleet will continue to develop into an increasingly complex force via the integration of unmanned and manned capabilities in all domains. If possible, officers should possess skills to analyze, engineer, operate, maintain, and operationally integrate remotely operated and autonomous systems fitted with machine learning and artificial intelligence capabilities. These systems will be fitted with machine learning and artificial intelligence as core elements of these hybrid capabilities. Give careful consideration to officers with UxS AQDs and demonstrated performance.