



THE SECRETARY OF THE NAVY

WASHINGTON DC 20350-1000

MAY 27 2021

From: Thomas W. Harker, Acting Secretary of the Navy
To: President, FY-22 Navy Reserve Chief Warrant Officers,
W-3, W-4, and W-5 Promotion Selection Boards

Subj: ORDER CONVENING THE FY-22 PROMOTION SELECTION BOARDS TO
CONSIDER CHIEF WARRANT OFFICERS ON THE RESERVE ACTIVE-
STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE
GRADE OF W-3, W-4, AND W-5

Ref: (a) FY-22 Active-Duty Navy and Reserve Officer and Chief
Warrant Officer Promotion Selection Board Precept

Encl: (1) Board Membership
(2) Recorder and Assistant Recorder
(3) Administrative Support Staff

1. Date and Location

a. The promotion selection boards, consisting of you as president, the officers listed in enclosure (1) as members, the officers listed in enclosure (2) as recorder and assistant recorder, and the personnel listed in enclosure (3) as administrative support staff, are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, June 3, 2021, or as soon as practicable thereafter.

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

2. Promotion Board Authorized Selections. The total number of officers who may be recommended in each competitive category shall be the number that most closely approximates the percentage set forth below of in-zone eligible officers determined as of the date the boards convene. The Chief of Naval Personnel shall determine the number of in-zone eligible officers on the convening date, calculate the number that may be recommended for promotion under the percentages set forth in the FY-22 Navy Reserve Officer Promotion Plan, and furnish the number to the boards. If the computation results in a fraction of a number of 0.5 or greater, that fraction is rounded up to the nearest whole number. If the computation results in a fraction of a number less than 0.5, that fraction is rounded

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down to the nearest whole number. The boards may recommend up
to the number provided by the Chief of Naval Personnel.

<u>COMPETITIVE CATEGORY</u>	<u>PERCENT TO SELECT</u>
Chief Warrant Officer, W-3	AFQ *
Chief Warrant Officer, W-4	86
Chief Warrant Officer, W-5	50

* All Fully Qualified

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 Reserve Chief Warrant Officers "Below the Zone."** Below-zone promotions are not authorized for Navy Reserve chief warrant officers (CWOs).

5. **Best and Fully Qualified Selection Standard**

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

(1) Officers fully qualified for promotion demonstrate an appropriate level of both **competence**, as evidenced by a commitment to operational excellence and continual performance improvement, and **character**, as evidenced by the presence of the

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four core attributes of integrity, accountability, initiative, and toughness. Additionally, officers fully qualified for promotion adhere to Navy and Department of Defense (DoD) ethical standards, are physically fit, and demonstrate loyalty to the Navy core values.

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

b. **Best Qualified.** Among the fully qualified officers eligible for promotion to CWO4 and CWO5, 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 and voting. Additionally, members will use the considerations below to guide their determination of the best qualified officers.

c. **Skill Requirements.** The Navy must focus on the skills mandated by current needs and on developing the professional competencies required in our future leadership. The Navy and joint force leadership need to comprise a diverse blend of male and female officers who have excelled in both traditional and specialized career paths.

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

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

(a) Commitment to Operational Excellence. Because Mission One for every officer is the operational readiness of our Navy, the best qualified officers will demonstrate an unrelenting commitment to operational excellence. This commitment will be evidenced by mastery of the skills critical to naval warfare.

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

(c) Education and Professional Development

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

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

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Additional Qualification Designation (AQD) codes are desirable. Proven expertise from an experience tour utilizing that subspecialty is 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 Officer Training Corps (NROTC), Officer Training Command (OTC), Recruit Training Command (RTC), and U.S. Naval Academy (USNA) duties in building and developing future Navy leaders. When reviewing an officer's qualifications for the next higher grade, you should give favorable consideration to NROTC/OTC/RTC/USNA assignments.

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

i. The board may give favorable consideration to those officers who have displayed superior performance while serving in IA/GSA/OCO/APH assignments in direct support of OCO, Irregular Warfare, and the National Defense Strategy and, in particular, those IA/GSA/OCO/APH assignments that are extraordinarily arduous or which involve significantly heightened personal risk. These individuals are developing valuable combat and nation-building skills under stressful conditions. Such assignments may not be typical of the officer's traditional community career path, and the officer may be rated by a reporting senior unfamiliar with the officer's specialty and the Navy fitness report system.

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

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

(e) Encourages both compliance and creativity.

We must encourage every officer to think creatively, develop new
ideas, take prudent risks, and maximize capabilities through
sound management practices. In the context of a changing Navy,
officers demonstrating innovative thinking, efficient management
skills, prudent risk taking, and effective business practices,
may reflect a variety of backgrounds.

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

(a) Possesses and openly demonstrates the four core
attributes. The challenges facing our Navy are growing in
scope, scale, and pace. To meet these challenges, the Navy
needs male and female leaders who have demonstrated estimable
character and are prepared for decentralized operations. You
should give careful consideration to officers who demonstrate
the four core attributes that guide our decisions and actions:
integrity, accountability, initiative, and toughness. Integrity
may be demonstrated as an individual or as a team member by
displaying conduct that is upright, honorable, and by working to
strengthen the resolve of his or her peers, superiors, and
subordinates. Accountability may be demonstrated by achieving
and maintaining high standards, honestly assessing progress, and
adjusting as required. Officers demonstrate initiative by
taking ownership, acting to the limit of their authorities, and
looking at new ideas with an open mind. Toughness can mean
marshalling all sources of strength and resilience, including
rigorous training; encouraging the fighting spirit of our
people; and providing steadfast support of our families.
Officers who demonstrate these core attributes ensure the Navy
remains the world's finest navy and deserve your careful
consideration when selecting officers who are best and fully
qualified.

(b) Embodies and encourages a culture of excellence,
including the 10 Signature Behaviors of the 21st Century Sailor.
You should give careful consideration to officers who
demonstrate the following behaviors:

- i. Treats every person with respect.

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actions. ii. Takes responsibility for his or her

actions. iii. Holds others accountable for their

iv. Intervenes when necessary.

v. Leads and encourages leadership in others.

vi. Grows personally and professionally every
day.

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

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

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

x. Contributes to team success through actions
and attitudes.

(c) Demonstrates a commitment to personal and professional growth. You should give careful consideration to officers who broadly embrace a "perform to plan" mindset; use data-driven insights; master the skills critical to naval warfare; and are open to meaningful feedback from seniors, peers, and subordinates alike.

(d) Facilitates connections in self and others. You should give careful consideration to officers who lead with humility and consistently and sustainably inspire their teams to perform at their best. This trait includes active mentorship of those within and outside of their immediate command and/or community and active advocacy for those whom they mentor. It also includes a demonstrated commitment to expansion of competence and continual strengthening of character.

(e) Is loyal to and behaves consistently with the Navy's core values. You should give careful consideration to officers who actively pursue what is right and behave consistently with the Navy's core values. While we do not

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embrace a zero-defect officer corps, the best qualified officers will demonstrate consistency between the Navy's core values and their on- and off-duty behavior.

(3) Championing a Culture of Excellence

(a) The board may give favorable consideration to those officers who, as part of the CNO's Culture of Excellence initiative, qualified as Human Factors Analysts (AQD 286). These "Cultural Champions" have completed the Human Factors Process and Primary Prevention extended training and are thereby qualified as train-the-trainers tasked with equipping Command Resilience Teams with the skillset to identify vulnerabilities (e.g., preconditions for unsafe acts, supervisory factors, and organizational influences) and provide tools that narrow the gaps in Navy policies, programs, practices, and processes.

(b) Fundamental to a Culture of Excellence, Cultural Champions are charged with fostering a sense of inclusiveness, empowerment, and support throughout every command. Only upon completion of extensive training are they certified as experts in Human Factors and Primary Prevention efforts and awarded the Human Factor Analysis AQD.

(4) Coronavirus Disease 2019 (COVID 19) Stop Movements.

Due to COVID-19 and the resultant stop movement, Fitness Report summary groups were altered beyond the Reporting Senior's control and in conflict with his or her intent. Officers receiving Fitness Reports where a Reporting Senior indicated COVID-19 impacted the end result should not be viewed adversely and the COVID-19 impact must be taken in context when viewed with the totality of the record. The board must take extra care to not disadvantage members for their inability to transfer as a result of the stop movement.

(5) Indo-Pacific Area Expertise Considerations

(a) As indicated in the National Defense Strategy, China is leveraging military modernization and predatory economics to coerce neighboring countries to reorder the Indo-Pacific region to their advantage. As China continues to seek economic and military ascendance, it will continue to pursue a military modernization program that tries to displace the United States to achieve global preeminence in the future.

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(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.

e. **Consideration of Reserve Officers.** Within the Reserve Component (RC), a variety of service options are available to help meet the needs of the Navy. In general, Selected Reserve (SELRES) participation is critical to meeting the strategic and operational needs of the Navy. However, there are times when operational needs may be met by periods of active duty including mobilization, active duty for operational support, and active duty for training while a Sailor is not in a SELRES status. Additionally, there are times, such as upon completing an active-duty period, when short breaks from the SELRES may be necessary. These time periods should be viewed in the context of a continuum of service. Participation in the SELRES, in general, is a critical factor in determining best and fully qualified.

6. **Reserve Component Chief Warrant Officer Considerations**

a. Reserve component CWO Officer Summary Groups remain unchanged and in aggregate regardless of designator. Consideration for promotion remains fully qualified officers that have demonstrated outstanding leadership and professional acumen commensurate with the opportunities provided in their designator career path. Best qualified officers will be top performers who have consistently excelled at leading in operationally challenging environments and staff assignments throughout their career. Refer to the SECNAV-approved Community Value Slides for amplifying information on specific valued achievements for each control grade within the competitive categories.

b. The reserve component CW02/CW03 promotion selection board will apply an all-fully-qualified standard. Accordingly, the CW02/CW03 board's report shall replace the certification required by reference (a), Appendix C, paragraph 1.c.(6) with the following:

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"The officers recommended for promotion are, in the
opinion of the majority of the members of the board,
fully qualified to meet the needs of the Navy among
those officers whose names were provided to the
board."

A handwritten signature in blue ink, appearing to read 'TH' followed by a horizontal line.

Thomas W. Harker
Acting