



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

MAY 20 2021

From: Acting Assistant Secretary of the Navy (Manpower and Reserve Affairs)
To: Presidents, FY-22 Navy Reserve Lieutenant Commander Line Promotion Selection Boards
Subj: ORDER CONVENING THE FY-22 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF LIEUTENANT COMMANDER
Ref: (a) FY-22 Active-Duty Navy and Reserve Officer and Chief Warrant Officer Promotion Selection Board Precept
Encl: (1) Board Membership
(2) Recorders and Assistant Recorders
(3) Administrative Support Staff

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, May 24, 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

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nearest whole number. If the computation results in a fraction of a number less than 0.5, that fraction is rounded down to the nearest whole number. The boards may recommend up to the number provided by the Chief of Naval Personnel.

<u>COMPETITIVE CATEGORY</u>	<u>PERCENT TO SELECT</u>
Unrestricted Line Officer	72
Unrestricted Line Officer (FTS)	95
Special Duty Officer (Human Resources)	72
Special Duty Officer (Human Resources) (FTS)	83
Engineering Duty Officer	71
Aerospace Engineering Duty Officer (Engineering)	60
Aerospace Engineering Duty Officer (Maintenance)	67
Aerospace Engineering Duty Officer (Maintenance) (FTS)	80
Special Duty Officer (Public Affairs)	75
Special Duty Officer (Strategic Sealift Officer)	42
Special Duty Officer (Oceanography)	83
Special Duty Officer (Cryptologic Warfare)	77
Special Duty Officer (Information Professional)	91
Special Duty Officer (Intelligence)	73
Limited Duty Officer (Line)	70

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 Officers "Below the Zone".** Below-zone promotions are not authorized for Navy Reserve officers in grades above lieutenant junior grade.

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

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an increasingly complex web of networks, people, and concepts. Our leaders must be evaluated for development of increasing talents in [support of] operational employment of naval capabilities, understanding of Great Power Competition, and exposure to the people, concepts, and educational experiences (including technology) to become transformational in the organization.

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

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

b. **Best Qualified.** Among the fully qualified officers, you must recommend for promotion the best qualified officers within 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

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officers.

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

Unrestricted Line (11X5/13X5):

1. Operational Analysis (OA)
2. Cyber Operations and Planning
3. Navy Operational Planner
4. Naval Special Warfare (NSW) Experience
5. Mine Warfare (MIW)
6. Expeditionary Warfare
7. Naval Strategist Subspecialty
8. Joint Experience
9. Language, Regional Expertise, and Cultural (LREC) Experience
10. Education and Training

Unrestricted Line (FTS) (11X7/13X7):

1. Naval Special Warfare (NSW) Experience
2. Financial Resource Management (FM)
3. Education and Training
4. Expeditionary Warfare
5. Joint Experience
6. Cyber Operations and Planning

Human Resources (1205):

1. Operational Analysis (OA)
2. Recruiting Leadership
3. Education and Training
4. Financial Resource Management (FM)
5. Requirements Management
6. Joint Experience

Human Resources (FTS) (1207):

1. Operational Analysis (OA)
2. Financial Resource Management (FM)

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3. Cyber Operations and Planning
4. Recruiting Leadership
5. Education and Training
6. Joint Experience

Engineering Duty Officer (14X5):

1. Acquisition Corps
2. Cyber Operations and Planning
3. Nuclear Weapons (NW) Technical Expertise
4. Integrated Air and Missile Defense (IAMD)
5. Space Cadre
6. Expeditionary Warfare
7. Naval Strategist Subspecialty
8. Financial Resource Management (FM)

Aerospace Engineering Duty Officer (Engineering)
(1515):

1. Acquisition Corps
2. Financial Resource Management (FM)
3. Requirements Management (RM)
4. Space Cadre
5. Cyber Operations and Planning
6. Joint Experience

Aerospace Engineering Duty Officer (Maintenance)
(1525):

1. Acquisition Corps
2. Financial Resource Management (FM)
3. Education and Training
4. Requirements Management (RM)
5. Joint Experience
6. Expeditionary Warfare

Aerospace Engineering Duty Officer (Maintenance)
(FTS) (1527):

1. Acquisition Corps
2. Education and Training
3. Financial Resource Management (FM)
4. Expeditionary Warfare
5. Joint Experience
6. Operational Analysis (OA)
7. Shore Installation Leadership

Public Affairs (1655):

1. N/A

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Strategic Sealift (1665):

1. Joint Experience
2. Cyber Operations and Planning
3. Education and Training

Foreign Area (1715):

1. N/A

Oceanography (1805):

1. N/A

Cryptologic Warfare (1815):

1. Cyber Operations and Planning
2. Space Cadre

Information Professional (1825):

1. Space Cadre

Intelligence (1835):

1. N/A

Limited Duty Officer (Line) (6XX5):

1. Expeditionary Warfare
2. Joint Experience
3. Cyber Operations and Planning
4. Shore Installation Leadership
5. Navy Operational Planner
6. Education and Training
7. Naval Special Warfare (NSW) Experience
8. Human Intelligence (HUMINT)
9. Naval Strategist Subspecialty

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

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

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

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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 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

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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 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

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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.
- ii. Takes responsibility for his or her actions.
- iii. Holds others accountable for their actions.
- iv. Intervenes when necessary.
- v. Leads and encourages leadership in others.

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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 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).

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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.

(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) Acquisition Corps Considerations. Acquisition Corps officers possess the qualifications to manage the development, acquisition, and life cycle support of the Navy's current and

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

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.

f. **Full Time Support (FTS) Community Considerations.** FTS Officers perform a statutory role in "organizing, administering, recruiting, instructing, or training the reserve components" (section 12310 of title 10, U.S. Code), and favorable consideration should be given to those FTS officers who have displayed superior performance in critical staff, leadership, or command tours for which Reserve Management is the primary mission.

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(1) **Dual career paths.** Many FTS officers, particularly in the URL and Human Resources (HR) communities, complete a balance of operational or community-specific milestone tours (e.g., commanding officer and major staff assignments) and Reserve Management milestone tours (e.g., Navy Operational Support Center (NOSC) commanding officer and Navy Reserve major staff assignments). Success and sustained exceptional performance in these areas are the most important attributes to consider. Officers selected must have demonstrated exceptional managerial skill and professional competence in operational, executive, and staff roles. In determining those officers best qualified for promotion, you should consider favorably those officers who have served in a broad spectrum of assignments requiring expertise in diverse functional areas. Operational requirements can sometimes limit the Reserve Management assignments of some officers and this limitation should not disadvantage these officers.

(2) **Subspecialty requirements.** Due to the unique aspects of the Reserve Force, FTS officers with expertise in IT and financial management are required to manage the varied Reserve IT systems and to manage Reserve Personnel Navy and Operational Management Navy Reserve accounts. Although these subspecialty qualifications are a core requirement for a portion of the FTS HR community, officers of any designator may possess them. Regardless of designator, these subspecialties are critical to the FTS community and should receive favorable consideration.

(3) **Diverse career backgrounds prior to selection as FTS Officers.** Navy Reserve officers who have been recalled to active duty will often have fewer active-duty fitness reports than their active component (AC) peers. Due consideration shall be given to the fitness reports available and the quality of performance reflected in the record. An officer's record shall not be discounted simply because it contains fewer active-duty fitness reports than a peer's record.

6. **Unrestricted Line (URL) Considerations.** Each URL Community has a separate and distinct career path, with milestones that do not necessarily correlate to one another. In determining best and fully qualified officers, the board may consider demonstrated superior performance in leadership positions as strong indication of future potential. However, the board should not view the absence of such experience negatively where

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the typical career path does not include opportunities for equivalent lieutenant leadership positions across all officers of the URL. As always, sustained superior performance in any duties assigned is what provides positive indication of future potential to serve in the next higher grade.

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

a. Almost all gains in the HR Community are from URL lateral transfers at the lieutenant level. Most officers will have attained a warfare qualification and completed successful tours in their previous community. Upon redesignation into the HR Community, many officers will be sent directly to Naval Postgraduate School to complete an HR-related master's degree. Some will have not observed fitness reports covering significant periods of time. Education is valued by the HR Community.

b. Officers who have a successful track record of sustained superior performance in their previous community, as an HR officer, and/or in IA/GSA/OCO/APH assignments indicate potential to succeed at the level of lieutenant commander.

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

d. Officers who maintain an industry recognized HR-related certification [(or IT certification for FTS)] have demonstrated the ability to understand and apply myriad human capital theories, concepts, and laws/ regulations critical to policy development and execution across the Navy.

8. **Engineering Duty Officer (EDO) Community Considerations.**

Doctoral education is a strategic investment in the future. Advanced graduate education is an important element in maintaining a high velocity learning workforce that is resilient, knowledgeable, ready to address rapid technological advancements, and necessary to help the Navy solve problems, plan, lead, respond, adapt, and innovate in increasingly complex

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environments. As such, EDOs who obtain a technical doctorate degree from a military service college or civilian institution, either in a Navy-funded billet or independently, should be given favorable consideration.

9. **Aerospace Engineering Duty Officer (AEDO) (Engineering and Maintenance) Community Considerations.** Most Engineering (1510) officers under consideration for promotion to lieutenant commander have been selected for lateral transfer based on their sustained superior fleet performance, but some are redesignated through the probationary officer continuation and redesignation (POCR) process. As a result, Engineering (1510) officers will have varying degrees of operational fleet and acquisition experience, which are equally valuable. Maintenance (1520) officers under consideration for promotion to lieutenant commander should demonstrate proven at-sea performance in varying aviation organizational and intermediate fleet tours. Board members should examine an officer's entire record to assess leadership and performance in fleet and/or acquisition positions.

10. **Public Affairs Officer (PAO) Community Considerations.**

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

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b. URL officer lateral transfer, Probationary Officer Continuation and Redesignation Boards, and Indefinite Reserve recalls are the primary levers for gaining officers into the PAO Community. Upon redesignation into the PAO Community or recall, officers will be sent directly to the PAO Qualification Course at the Defense Information School before their first PAO assignment. Their first assignment is typically at CHINFO Headquarters, CHINFO field activities, CVN, or a Navy Public Affairs Support Element, depending upon billet vacancy.

c. PAOs who have a successful track record of sustained superior performance directly supporting senior leaders (O-6 or higher) in articulating and communicating the commander's vision, mission, and objectives; who can create, review, and distribute public affairs content and products; and, who can implement public affairs in an operational or high visibility environment with skilled communication counsel and execution indicate potential to succeed as a lieutenant commander.

d. PAOs who have a successful track record of sustained superior performance in independent duty and staff assignments indicate potential to succeed as a lieutenant commander.

e. 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.

f. Completion of joint education is valuable in the development of senior PAOs. PAOs who have successfully completed JPME Phase I should be given favorable consideration.

11. **Strategic Sealift Officer (SSO) Community Considerations.**

a. The SSO Community provides a trained, experienced, properly licensed, and credentialed pool of merchant marine naval officers to supplement the manning of the surge sealift fleet in times of war or national emergency. The SSO Community has two separate but equal career progression tracks: (1) SELRES and (2) Individual Ready Reserve (IRR). Both tracks provide fully qualified officers for consideration by the board.

b. The best qualified officers will maintain their proficiency at sea with meaningful underway experience within the last five years. A successful track record of sustained

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superior performance and increasing scope of responsibilities in reserve leadership positions and active duty assignments indicating potential to succeed is valued. Favorable consideration should be given to officers with mobilization, active duty for operational support, recall, extended Active Duty for Training (ADT) experience, advanced education, and civilian maritime leadership experience/subject matter expertise. Joint education and a successful joint tour are valued for captain selection.

c. The SSO program has the only managed and funded IRR Community with a mission in the Navy Reserve. IRR officers are often limited in their ability to participate due to civilian merchant marine careers that require them to be at sea for extended periods. Their reserve participation requirement is 12 days of ADT each fiscal year and the fitness report for the period is often not observed. Favorable consideration should be given to these officers based on their civilian mariner leadership, experience, credentials, and licenses.

d. Fully qualified officers will have an SSO warfare qualification listed as a special qualification in the Officer Summary Record (OSR) as: SSO WARFARE.

e. Fully qualified officers will have a United States Coast Guard (USCG) Merchant Mariner Credential (MMC). MMCs are documented as AQDs in the OSR as a special qualification. A MMC renewal or upgrade that has been approved by the USCG, but not issued, is to be considered as valid with supporting documentation from the USCG.

(1) The best qualified officers will have an advanced USCG MMC (categories (a), (b), and (c) directly below). Category (a) is the most valued (i.e., Master or Chief Engineer). Attainment or maintenance of an advanced MMC demonstrates operational and leadership ability as a professional mariner indicating greater potential to succeed in all phases of ship operations. From senior to junior, MMCs and their corresponding AQD short titles, as listed as special qualifications in the OSR, are:

(a) Master (MASTER) or Chief Engineer (STM CHENG,
MTR CHENG, GT CHENG);

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(b) Chief Mate (DO CH MATE) or First Assistant Engineer (STM 1ST ASST, MTR 1ST ASST, GT 1ST ASST);

(c) Second Mate (DO SECMATE) or Second Assistant Engineer (STM 2ND ASST, MTR 2ND ASST, GT 2ND ASST); and,

(d) Third Mate (DO THRDMATE) or Third Assistant Engineer (STM 3RD ASST, MTR 3RD ASST, GT 3RD ASST).

(2) SELRES officers should be given favorable consideration for a valid Standards of Training, Certification, and Watchkeeping endorsement on their MMC.

f. Favorable consideration should also be given to IRR and SELRES lieutenants who have attained or maintained an advanced MMC.

g. Favorable consideration should be given to lieutenants who acquired the Tactical Advisor (TACAD) qualification and have gained afloat experience serving as a TACAD.

12. Information Warfare (IW) Community Considerations.

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

b. The Navy needs officers who possess unimpeachable credentials, deep technical/operational experience in the IW Community domain, are innovative and bold, think creatively and challenge assumptions, and take well-calculated risks to maximize effectiveness. As such, board members should view an officer's performance in leadership assignments as an indicator of his or her ability to lead diverse organizations across the range of IW missions and functions. Best qualified candidates will be top performers and will have experience leading,

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planning, and executing operations across a range of IW
disciplines.

c. As of May 31, 2013, all officers in competitive categories that compose the IW Community began receiving competitive rankings within combined IW summary groups in block 42 of fitness reports. However, officers in competitive categories that compose the IW Community continue to compete for promotion within their respective individual community competitive categories. As such, summary group position may not fully show an officer's position relative to competitive category peers.

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

e. These considerations are relevant to all active and reserve IW officers, although billet opportunities and career assignments differ for reservists. For instance, there are no milestone billets in the Naval Information Force Reserve. Due consideration shall be given to officers who have consistently demonstrated sustained superior performance and increasing duties and responsibilities. Officers should have deep knowledge and understanding of the core competencies of their respective communities. Standout performance while serving in command leadership billets should be considered favorably. The best qualified reserve senior officers will have successfully completed commanding officer and executive officer tours. Space Cadre qualifications combined with billet experience are highly valued. Any officer who has earned JPME credit and an advanced degree shall be regarded more favorably.

13. Oceanography (OCEANO) Community Considerations.

a. The OCEANO Community's core mission capability and capacity draws on experience and expertise in the fields of meteorology, oceanography, precise time and astrometry,

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

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

c. Education is valuable and highly regarded for OCEANO officers. All officers will participate in advanced education leading to a Master's of Science degree in Meteorology and/or Physical Oceanography. Additional graduate level education is also valued. Officers who have participated in advanced education leading to a technical master's degree or a PhD will have non-observed fitness reports covering significant periods of time in their careers.

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

e. Most officers will have a mix of assignments in both the OCEANO Community and URL fields prior to lateral transition. Both are equally valuable and board members should examine an officer's entire record to assess career potential, leadership, and operational expertise to determine best qualified.

14. Cryptologic Warfare (CW) Community Considerations.

a. The CW Community is built on technical and operational knowledge of the information warfare domain (specifically electromagnetic spectrum and cyberspace) gained throughout a diverse career of interweaving cryptologic tours afloat (ship's company, staff) and ashore (Navy Information Operations Commands

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(NIOCs), Cyber Mission Force, National Security Agency (NSA),
numbered fleet, CCMD).

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

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

d. All officers should demonstrate progress toward
completion of an advanced degree (master's or doctorate degree)
during their career. Advanced education in a science,
technology, engineering, and mathematics (STEM) field is
preferred, but not required. All officers should also progress
toward JQO qualification.

e. The CW Community is a mix of direct accessions and
lateral transfers from other communities at the lieutenant
level. All fully qualified CW lieutenant commanders must be
qualified CW officers, have earned their Information Warfare
Officer (IWO) warfare qualification, and have a successful track
record in their previous community or in tactical CW officer
assignments to indicate potential to succeed as a CW lieutenant

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commander. Tactical CW experience tours may include surface, subsurface, air, or special warfare assignments, either Permanent Change of Station-afloat or Direct Support (DIRSUP), and are reflected by the BI-series AQDs. All officers must possess a bachelor's degree. Fully qualified CW officers will have demonstrated proficiency in at least one CW core mission area (SIGINT, EW, or cyber).

f. The best of fully qualified CW officers will have demonstrated proficiency in all CW core mission areas (SIGINT, EW, or cyber). Strong leadership performance and innovation in operational assignments is highly valued. The best qualified candidates should demonstrate progress toward advanced education (e.g., master's degree, post-graduate technical certification, or doctorate degree), and JPME Phase I. Additional consideration should be given to those who qualify as a NIWDC WTI Instructor or serve as an Information Warfare Training Command instructor. Expertise in acquisition and/or space is considered a valued distinguishing trait and there is a critical need to select officers with space experience (VS5 or higher AQD).

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

a. Leadership and demonstrated operational excellence in IP core competencies (communications, combat systems, space operations, network operations, offensive and defensive cyber operations, electromagnetic spectrum management, and knowledge management) is the cornerstone of success for IP officers. Future leaders of the IP community must have a proven record at sea or in shore operational tours and have demonstrated technical IP expertise supporting naval and joint operations. The most competitive officers will have diversity in assignments to include OPNAV or major headquarters staff, numbered fleet and/or TYCOM, assignments in combat zones, and a balance between afloat staffs, ship's company, squadron/detachment, or expeditionary tours. Space Cadre experience and acquisition experience are also valued, in addition to operational assignments. Afloat and ashore tours in different geographic locations are highly valued as they demonstrate a breadth of experience and knowledge of global Navy operations.

b. The IP community gains a significant number of officers through lateral transfer or redesignation, typically at O-3 and O-4. For promotion eligibility purposes, some of these officers

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will not have completed the IP-specific community/operational leadership assignments prior to redesignation. As such, the board is encouraged to evaluate an officer's demonstrated sustained superior performance and warfare qualifications to identify those best qualified to serve in more senior IP leadership positions.

c. Fully qualified officers will have completed their IP Basic qualification and their IWO warfare qualification. Fully qualified officers will also have completed their bachelor's degree.

d. Officers who have made progress towards a technical master's degree should be given extra consideration. Sustained superior performance in key IP/IWC leadership assignments and critical IP Basic (IPBC) instructor assignments is highly valued. Operational planning experience is also highly valued.

e. Best qualified officers will have demonstrated superior performance in O-3 operational assignments afloat and ashore.

f. A significant number of limited duty officers from designators 682X and 629X have redesignated and will compete for promotion with their 182X peers. In addition, the 182X community is a new off-ramp community for the 629X designator and former 629X officers may not have completed 182X specific requirements. The board should give due consideration and commensurate weight to demonstrated performance in operational tours when assessing their ability to serve in more senior IP positions.

16. Intelligence (Intel) Community Considerations.

a. Leadership, demonstrated professional warfighting competence, and sustained superior performance are the hallmarks of a successful naval intelligence officer. Senior Intel officers must possess a well-rounded career that demonstrates proven leadership in operationally-challenging environments, Navy and joint operational warfighting proficiency and expertise in conducting all-source operational Intel (OPINTEL). Intelligence officers are experts on the adversary and threats; therefore, developing deep expertise on our nation's strategic competitors is an imperative. The Intel Community also values additional specialty skills, which are documented in records as Intel-specific AQDs (typically 3XX alpha-numeric AQD series). A

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limited number of naval intelligence officer (1830) billets support the DoD-wide, joint-service RAIDER CUTLASS initiative. Officers serving in these billets are expected to complete the same professional milestone and leadership requirements. All officers should demonstrate progress toward completion of advanced education and JQO qualification.

b. Fully qualified officers must have earned their IWO qualification. Best qualified officers will be top performers with superior performance in operational assignments afloat/ashore and demonstrated proficiency in OPINTEL.

c. Some officers will have a mix of assignments in both the Intel Community and another Navy community prior to redesignation into the Intel Community. Both are equally valuable and board members are encouraged to examine an officer's entire record to assess career potential, leadership, and warfare understanding.

17. **Cyber Warfare Engineer (CWE) Community Considerations.**

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

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

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events, publication of original work, cyber Capture-the-Flag events, and participation in fellowships or development programs (e.g., CNO DP or SECNAV Tours with Industry).

c. The CWE career path changed in Fiscal Year 2019 (FY-19) and moved away from a legacy path that called for CWEs to lateral transfer to the CW or IP designator between five and eight years of commissioned service. Former CWEs were allowed to return to the CWE Community and will have records that show service as a CWE, then as a CW or IP, followed by a return to CWE. Additionally, under the Constructive Grade Credit authorities granted by the FY-19 National Defense Authorization Act, some CWEs may have been accessed into the Navy at a paygrade above ensign due to their advanced education and/or specialized experience. As a result, these officers will have less total time in service (and fewer fitness reports) than their peers competing for promotion to the same paygrade.

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

e. The CWE Community is a mix of direct accessions and lateral transfers from other communities at the lieutenant level. All fully qualified CWE lieutenant commanders must be qualified CWE officers, have earned their IWO qualification, and demonstrated proficiency in vulnerability research, software development, and/or software testing. Additionally, they should have engaged in continuous learning to promote a deep technical understanding in CWE-related fields (e.g. computer engineering, cyber operations, computer science, electrical engineering). Those officers who have laterally transferred to CWE should have a successful track record in their previous community to indicate potential to succeed as a CWE lieutenant commander.

f. The best qualified CWE officers will have demonstrated proficiency in at least one CWE core mission area (e.g., hardware, software, RF spectrum capability, data analytics) and have documented superior performance in Navy, national, and joint assignments. The best qualified candidates will have completed an advanced degree (master's, engineer's, or

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doctorate). Advanced education in a CWE-related field (e.g. computer engineering, cyber operations, computer science, electrical engineering) is also highly valued, but not required due to limited community quotas at Naval Postgraduate School. Best qualified officers will also have demonstrated progress toward JPME Phase I.

18. **Reserve Limited Duty Officer (LDO) Considerations.** Reserve component LDO Officer Summary Groups remain unchanged. Selection within the aggregate (LDO Line) continues for the Reserve component. Consideration for promotion remains fully qualified officers that have demonstrated outstanding leadership and professional acumen commensurate with the opportunities provided in their designator career path. Best qualified officers will have completed command qualification, will be top performers, and will have consistently excelled at leading in operationally challenging environments and staff assignments throughout their career. Refer to the SECNAV-approved Community Value Slides for amplifying information on specific valued achievements for each control grade within the competitive categories.

19. **Recommendation for Reorder of Officers of Particular Merit.**

a. After the board has determined all best and fully qualified officers who should be recommended for promotion, it shall proceed to determine whether any of the recommended officers are of particular merit to be placed higher on the promotion list than their lineal number would place them. If the majority of the members of the board determine there are officers of particular merit, then the board must recommend those officers of particular merit be placed higher on the promotion list and the order in which they should be placed. If the majority of the members of the board determine there are no officers of particular merit, then the board may recommend no officers for merit-based reordering.

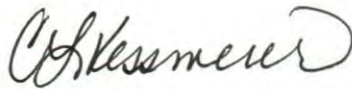
b. A number not to exceed 15 percent of the total selections authorized for each grade and competitive category may be placed higher on the promotion list unless the number calculated is less than 1, in which case the number that may be placed higher on the promotion list is 1. The board may determine that no officers should be placed higher on the promotion list than their lineal number would place them.

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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.



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