



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

APR 02 2021

From: Catherine L. Kessmeier, Acting
To: Presidents, FY-22 Navy Reserve Captain Staff Corps
Officers Promotion Selection Boards

Subj: ORDER CONVENING THE FY-22 PROMOTION SELECTION BOARDS TO
CONSIDER STAFF CORPS OFFICERS ON THE RESERVE ACTIVE-STATUS
LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF
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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, April 8, 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

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

<u>COMPETITIVE CATEGORY</u>	<u>PERCENT TO SELECT</u>
Medical Corps	50
Dental Corps	50
Medical Service Corps	40
Judge Advocate General's Corps	57
Nurse Corps	50
Supply Corps	50
Supply Corps (FTS)	50
Chaplain Corps	80
Civil Engineer Corps	47

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 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.

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(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 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

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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).

Medical Corps (2105):

1. N/A

Dental Corps (2205):

1. N/A

Medical Service Corps (2305):

1. Joint Experience
2. Expeditionary Warfare
3. Naval Special Warfare (NSW) Experience
4. Naval Strategist Subspecialty

Judge Advocate General's Corps (2505):

1. N/A

Nurse Corps (2905):

1. Joint Experience

Supply Corps (3105):

1. Acquisition Corps
2. Expeditionary Warfare
3. Joint Experience
4. Financial Resource Management (FM)
5. Naval Special Warfare (NSW) Experience
6. Navy Operational Planner

Supply Corps (FTS) (3107):

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

Chaplain Corps (4105):

1. N/A

Civil Engineer Corps (5105):

1. Expeditionary Warfare

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2. Shore Installation Leadership
3. Acquisition Corps
4. Joint Experience
5. Financial Resource Management (FM)

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

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

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

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

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

1. The board shall give favorable consideration to those officers with relevant graduate education, experience in specialized areas, and Navy Professional Military Education and Joint Professional Military Education (JPME). In May 2018, the Unrestricted Line (URL) instituted a board selection process for in-residence graduate education programs. That board selection process ensures that URL officers with superior performance records are afforded the opportunity for in-residence graduate education. Cultivation of our best and 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

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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 (LGEF) fulfill the in-residence graduate education requirement.

2. The Navy values completion of graduate education and development of a subspecialty. Degrees from the Naval Postgraduate School, the Naval War College or equivalent Service institutions, and civilian education programs that result in assignment of a subspecialty code or award of Additional Qualification Designation (AQD) codes are desirable. Proven expertise from an experience tour utilizing that subspecialty is fundamental to development of Navy leaders.

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

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

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

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

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

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

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

3. **Note that Chaplain Corps (CHC) officers are noncombatants.** Chaplains do not have the same IA/GSA/OCO/APH assignment opportunities as other communities. However, chaplains develop combat experience through support of warfighters in operational environments within the Navy, Marine Corps, and Coast Guard. The board may give favorable consideration to those CHC officers who have displayed sustained superior performance in operational assignments to include Navy fleet; Fleet Marine Force (FMF); Coast Guard sectors, districts, or regions; and IA/GSA/OCO/APH assignments.

(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

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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:

1. Treats every person with respect.
2. Takes responsibility for his or her actions.
3. Holds others accountable for their actions.
4. Intervenes when necessary.
5. Leads and encourages leadership in others.
6. Grows personally and professionally every day.
7. Embraces the diversity of ideas, experiences, and backgrounds of individuals.
8. Upholds the highest degree of integrity in professional and personal life.

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

10. Contributes to team success through actions
and attitudes.

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

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

(e) Is loyal to and behaves consistently with the Navy's core values. You should give careful consideration to officers who actively pursue what is right and behave consistently with the Navy's core values. While we do not embrace a zero-defect officer corps, the best qualified officers will demonstrate consistency between the Navy's core values and their on- and off-duty behavior.

(3) Championing a Culture of Excellence

(a) The board may give favorable consideration to those officers who, as part of the CNO's Culture of Excellence initiative, qualified as Human Factors Analysts (AQD 286). These "Cultural Champions" have completed the Human Factors Process and Primary Prevention extended training and are thereby qualified as train-the-trainers tasked with equipping Command Resilience Teams with the 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.

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(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 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

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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.

(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

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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. **Medical Community Considerations.** Navy Medicine needs exemplary leaders able to thrive and inspire/deliver results, especially in complex and challenging times. Knowledge and proven performance/experience in a variety of settings including operational medicine, joint medical operations, and current garrison health care and fleet/FMF support is necessary. Future leaders must understand and have experience across the continuum of care that is Navy Medicine. Additionally, Navy Medicine greatly values joint experience and formal education, including JPME, with knowledge and experience in a variety of settings including joint medical operations and current garrison health care delivery and operational support initiatives. Duty or service in combined or other staff positions at senior levels of government should also be considered favorably.

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a. The Navy requires officers of exceptionally high professional, operational, clinical, and business competence with the intellectual capacity to think analytically and express themselves articulately. They must have the energy to create and communicate the organization's vision, as well as build and motivate teams to accomplish that vision. Our leaders must be calculated risk-takers, inclusive in decision-making, and trusted by subordinates. They must have the courage to stand on principles and demonstrate a clear potential to lead the Navy of the future. They must recognize talent and mentor, coach, and develop juniors, then build the environment in which subordinates can thrive. They must understand and use best clinical practices and business tools in managing the health and readiness of our operating forces to ensure they are healthy and on the job. Our Medical Community's leadership must be drawn from those officers who clearly understand Navy Medicine's obligation to support the fleet and Marine Corps and demonstrate the capacity to meet the challenges of our commitment to maritime superiority.

b. You must ensure that Navy Medicine's future leaders possess the broad knowledge necessary to support the operating forces and are acknowledged leaders within their operational, clinical, scientific, and other specialties. Likewise, officers selected must have demonstrated exceptional managerial skill and professional competence in executive and staff roles in the fleet, Marine Corps, or shore establishment. In determining those officers best qualified for promotion, you should select those officers who have served in a broad spectrum of assignments requiring expertise in diverse functional areas. You shall give consideration to an officer's academic, clinical and/or scientific proficiency as a health professional to at least as great an extent as you give to that officer's administrative and management skills. Strong consideration should be given to board certification when a board certification exists for the specialty, provided they have had sufficient time to meet the requirements. It should be noted that, although there is no set career path for upward mobility, those you select will be placed almost assuredly in positions that require broad military and medical perspectives beyond the Department of the Navy. When officers serve in operational and/or joint environments where they are often among a small or "1-of-1" peer group, or where reporting seniors may be unfamiliar with the medical department career paths and/or the Navy fitness reports system, special attention must be taken in

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reviewing those officers' records. Excellence in operational support settings should receive special consideration as Navy Medicine shifts greater focus to readiness and operational support. For operationally-focused specialties, consideration should be made for those officers who have demonstrated consistent superior performance and operational commitment. Special consideration should be given to those officers who have demonstrated the ability to move seamlessly across domains.

c. The Navy values completion of graduate education and development within an officer's subspecialty. For officers currently in or who have successfully completed a Duty Under Instruction (DUINS) program (to include residencies and fellowships), the board shall give consideration to at least as great an extent as the board gives consideration to an officer's administrative and management skills, as these officers were competitively selected by Navy Medicine for these valued programs. The Navy has invested significantly in superior officers selected for DUINS and other educational opportunities. Special attention should be given to those officers who, while in these educational programs, may not have had the opportunity for peer comparison on fitness reports. That should not be considered adverse or detrimental.

d. Officers best and fully qualified for promotion to captain in Navy Medicine are those who have demonstrated sustained superior leadership. From this group will come our future flag officers and top tier leaders of Navy Medicine. Officers with superior performance who have concentrated their careers and demonstrated mastery and leadership in a particular operational, clinical, research, scientific, academic, or administrative type setting should be favorably considered. Best and fully qualified officers for the rank of captain will be those with proven leadership experience who have demonstrated experience and expertise across the spectrum of military medicine, especially inclusive of operational experience and operational platforms. With Navy Medicine's renewed focus on operational support and readiness, our future leaders must have shown leadership excellence in those activities. Additionally, those officers would have experience and expertise with the intersection of the strategic and tactical issues in provision of military healthcare through experience in headquarters or other associated DoD agencies.

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7. **Judge Advocate General's (JAG) Corps Community**

Considerations. The JAG Corps enhances the readiness and capabilities of the Navy and joint force through legal work and advice provided by well-trained and experienced judge advocates. This includes advice to commanders at sea and ashore, service to individual clients, military justice, and staff-based policy and legal work that keeps the Navy on a solid legal foundation. To deliver legal services in a fleet-focused and client-focused manner, the JAG Corps benefits from drawing on the talents of officers with a more generalist career path and on the talents of officers with deeper expertise in specific areas of practice. Judge Advocate duty assignments are made in the best interest of the Navy. In determining the best and fully qualified officers, equal weight shall be given to equivalent levels of individual performance and team contribution in all assigned billets, based on guidance provided in the precept and convening order.

a. **Assignment to Office of Military Commissions (OMC).** On May 14, 2008, Deputy SECDEF wrote that "military commissions are a national priority. Conducting a fair, just, and transparent military commissions process is the Department's top legal services priority and necessitates our commitment to dedicate the right number of and most skilled legal practitioners the Department has to offer." The JAG Corps has met this commitment to provide skilled legal practitioners to OMC, including some officers detailed well outside their anticipated career path. The JAG Corps must continue to value the important contributions of skilled legal practitioners at OMC.

8. **Supply Corps (SC) Community Considerations.** The Navy Reserve requires SC leaders with high integrity, professional acumen, and business competence, who are trusted leaders, committed to the SC Community and the Navy. They must recognize talent and mentor, coach, and develop juniors.

a. The Navy Reserve SC continually looks for highly qualified candidates; however, favorable consideration is given to officers who have consistently demonstrated sustained superior performance in a career path with increased duties and responsibilities, including ever-increasing leadership roles (e.g., small unit commanding officer/officer-in-charge, large unit commanding officer/executive officer). Officers should be a subject matter expert in at least one line of operation or have experience in multiple core competencies to include acquisition (contracting/financial management/logistics), supply

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chain management, and operational/expeditionary logistics. Officers are encouraged, if appropriate for their grade and selected area of professional concentration, to serve in assignments outside their core competency to diversify their fleet logistics/supply support experience base. It should be noted that, although there is no set career path for upward mobility, officers should have a depth of functional knowledge commensurate with their core competencies and rank, with broad military and logistics/supply support perspectives within and beyond the Department of the Navy.

b. The Navy Reserve SC greatly values professional development in all forms, including master's level education, JPME, and logistics-related industry experience. Among these are professional certifications in Defense Acquisition Workforce Improvement Act communities (especially contracting) or other non-DoD equivalent credentialed certifications (e.g., Certified Professional Contracts Manager, Certified Federal Contracts Manager, etc.) that document expertise in business, logistics, and supply chain management. Successful performance in a joint or combined environment is valued, as is the demonstrated capability to work well in the interagency setting.

c. In addition to the above, Navy Reserve FTS SC officers should demonstrate success in Reserve Management tours of increasing scope and responsibility to fulfill their purpose to perform "reserve duty organizing, administering, recruiting, instructing, or training the reserve components" under section 12310 of title 10, U.S. Code.

9. Chaplain Corps (CHC) Community Considerations

a. The CHC exists to support Sailors, Marines, Coast Guardsmen, and their families, in the exercise of their religious freedom. The opportunity to practice their faith wherever they serve has the benefit of increasing their personal resilience. CHC officers should excel in Professional Naval Chaplaincy (PNC), delivering the core capabilities of providing religious ministry to those of their own faith, facilitating for those of other faith traditions, caring for all personnel, and delivering relevant advice to commanders. Success and sustained exceptional performance at a level commensurate with or above their rank in these areas are important attributes to consider. The chaplains selected for promotion should be leaders of integrity who have demonstrated proficiency in personnel and

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project management, operational planning and execution, mastery of administrative processes, and commitment to the professional development of themselves, their subordinates, and the CHC. You must ensure that Navy CHC's future leaders possess the broad knowledge necessary to support the operating forces and are acknowledged leaders, demonstrated by their exceptional leadership ability, professional competence, and executive/staff roles in support of operational and shore assignments.

b. Career Paths. Because chaplains serve in the Navy, Marine Corps, Coast Guard, and Joint environments, there is no standard or expected career path. The CHC values initiative as indicated by the successful completion of arduous assignments, milestone billets, and IA/GSA/OCO/APH opportunities, and, in the case of RC chaplains, mobilizations. Chaplains demonstrate their professional development by mastering core competencies rather than by accumulating experiences associated with any particular sequence of billets. In determining those officers best qualified for promotion, you should consider favorably those officers who have demonstrated sustained superior performance as indicated by evidence of excellence in the following twelve competencies:

- (1) Communication
- (2) Decision Making
- (3) Leadership
- (4) Strategic Planning
- (5) Community Principles
- (6) Quality Improvement
- (7) Stewardship and Managing Resources
- (8) Administration
- (9) Problem Solving
- (10) Service Focus
- (11) Teamwork

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(12) Managing People

c. Additional Education, Training, and Professional Development. The CHC values education, training, and professional development. All CHC officers enter service with at least one master's degree.

(1) Advanced Education. Officers who have participated in advanced education beneficial to the Navy (e.g., Navy-funded, personal expense, etc.) after entering service that leads to another master's degree, post-graduate certification, or doctorate degree should be given favorable consideration. Schooling associated with non-observed time should not be viewed as detrimental to promotion potential.

(2) Subspecialty requirements. Officers who have successfully applied subspecialty expertise in a follow-on tour (Religious and Culture, Pastoral Counseling, and Ethics) should be given favorable consideration.

(3) CHC Communities of Interest. Officers who have been appointed to lead a CHC COI should be given favorable consideration.

(4) FMF Qualification Designator. Favorable consideration may be given to those assigned to FMF tours and have been awarded the FMF Qualification Designator (AQD: 55F).

d. Fitness Reports. Take special care when reviewing fitness reports written by officers of the Marine Corps, Coast Guard, Merchant Marines, or commanders in joint environments where reporting seniors may be unfamiliar with the Navy fitness report system.

e. Navy Reserve Officers Recalled to Active Duty. The CHC Community is a mix of direct accessions and indefinite recalls. Navy Reserve officers who have been recalled to active duty will have fewer active-duty fitness reports than their continuous active-duty peers. Due consideration shall be given to the fitness reports available and the quality of performance reflected in the record. A recalled officer's record shall not be discounted simply because it contains fewer active-duty fitness reports than an active-duty peer's record.

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f. Officers who have a successful track record of sustained superior performance and increasing scope of responsibilities in leadership, supervision, and/or major staff assignments indicate potential to succeed at the level of captain.

g. Officers who have successfully completed or have demonstrated superb performance in a complex commander tour, such as designated milestone tours, indicate potential to succeed at the level of captain.

h. Additional valuable achievements. The board shall give favorable consideration to those officers with successful tours in a joint billet or completion of JPME.

i. The CHC has the same standards and expectations of its chaplains in both the AC and RC. The only additional expectation is that RC chaplains drilling in a NOSC will also offer Religious Ministry during their drill period. Favorable consideration will be given to RC chaplains who accept mobilization orders.

10. **Civil Engineer Corps (CEC) Community Considerations**

a. As the Navy's shore installation and expeditionary engineers, senior CEC officers are expected to display sustained superior performance in the three CEC core competencies, including Facilities Management and Acquisition; Seabees, Naval Construction Force Units, or other expeditionary units; and, Navy/Marine Corps/Joint Staff. Integral to this performance, officers must possess exceptional people, teamwork, and leadership skills to work in linear and matrix organizations with uniformed, civil service, and industry personnel at all echelons of command and levels of government.

b. As Navy leaders, senior CEC officers are expected to take actions to improve inclusion and retention of a diverse workforce within the CEC Community and Seabees. Leadership actions include coaching, mentoring, and sponsoring subordinates. Leaders also advocate the use of professional development opportunities provided by the Navy such as Career Development Symposium, Tours with Industry, and Career Intermission Program.

c. Although there is no singular career path for upward progression, all officers under consideration for promotion must

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exhibit continued increase in job responsibility and job diversity commensurate with their rank. Experiences in overseas contingency, humanitarian assistance/disaster response, and theater security cooperation program operations are valued. Assignments with an operational unit or as an individual augmentee should be considered equally.

d. While all CEC officers recommended for promotion must be the best qualified within their respective promotion categories, the Navy requires CEC Community leaders with exceptionally high professional engineer and business competence.

e. Officers in the CEC 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 valued.

f. A limited number of CEC billets support NAVSPECWAR, Ocean Facilities Program, combatant command staffs, instructor duty, and other unique requirements. Officers selected to perform these sensitive duties are extensively screened and complete demanding proficiency training and may have multiple-tour operational assignments that can preclude them from serving in traditional CEC career path billets. Due consideration should be given to outstanding performance by members in these assignments with the understanding that limited details of their activities may be provided in an unclassified "not observed" or "1 of 1" fitness report, given the sensitive and unique nature of their duties.

g. RC Officer Considerations. While the above considerations are relevant for all CEC officers, active and RC, their types of billet opportunities and career assignments are somewhat different. RC junior officers are expected to obtain significant Seabee experience and then broaden their experience to include professional licensure, acquisition, facilities/project management, and staff assignments as they progress to more senior level positions. Those with acquisition attainment and Acquisition Corps membership are highly valued, and those with master's level post-graduate education will be given favorable consideration.

h. All fully qualified CEC captains should have demonstrated superior performance in their commander billets. The best qualified officers should have a track record of

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successful tours in quantifiable leadership positions with proven ability to lead and direct people and organizations in tough, highly visible, and challenging environments. Superior performance in O-5 command should be given heavy consideration. Major FEC/Expeditionary/Navy/Joint Staff tours are also valued.

i. Expected achievements include: registered as a Professional Engineer (AQD: 951) or Registered Architect (AQD: 952); and, the Seabee Combat Warfare qualification (AQD: 960) or other warfare qualification, if a lateral transfer to the community; and post-baccalaureate education.

j. Additional valuable achievements include: JPME, joint experience, FE Level 2 (AQD: AF2), CON Level 2 (AQD: AC2), and other technical/professional certifications are highly valued.

11. **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.

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.

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d. No officer recommended for promotion shall be moved down on the promotion list except by insertion of the name of an officer of particular merit above that officer's name.

e. If the board recommends officers of particular merit be placed higher on the promotion list, then the board shall recommend the order in which those officers should be placed on the list.

A handwritten signature in dark ink, appearing to read "C. Kessmeier", with a large, sweeping flourish at the end.

Catherine L. Kessmeier
Acting