



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

MAR 06 2023

From: Secretary of the Navy
To: Presidents, FY-24 Navy Reserve Commander Line Promotion Selection Boards

Subj: ORDER CONVENING THE FY-24 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 COMMANDER

Ref: (a) FY-24 Active-Duty Navy and Reserve Officer and Chief Warrant Officer Promotion Selection Board Precept

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

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, March 7, 2023, or as soon as practicable thereafter.

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

2. Promotion Board Authorized Selections

a. The total number of officers who may be recommended in each competitive category shall be the number that most closely approximates the percentage set forth below of in-zone eligible officers determined as of the date the boards convene. The Chief of Naval Personnel shall determine the number of in-zone eligible officers on the convening date, calculate the number that may be recommended for promotion under the percentages set forth in the FY-24 Navy Reserve Officer Promotion Plan, and furnish the number to the boards.

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b. If the computation results in a fraction of a number of 0.5 or greater, the fraction is rounded up to the nearest whole number. If the computation results in a fraction of a number less than 0.5, that fraction is rounded 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	54
Unrestricted Line Officer (TAR)	53
Special Duty Officer (Human Resources)	44
Special Duty Officer (Human Resources) (TAR)	77
Engineering Duty Officer	63
Aerospace Engineering Duty Officer (Engineering)	67
Aerospace Engineering Duty Officer (Maintenance)	67
Aerospace Engineering Duty Officer (Maintenance) (TAR)	50
Special Duty Officer (Public Affairs)	60
Special Duty Officer (Strategic Sealift Officer)	30
Special Duty Officer (Foreign Area)	80
Special Duty Officer (Oceanography)	67
Special Duty Officer (Cryptologic Warfare)	67
Special Duty Officer (Information Professional)	70
Special Duty Officer (Intelligence)	48
Limited Duty Officer (Line)	50

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

4. Consideration of Officers "Below-Zone". The boards shall identify exceptional officers from below-zone and consider selecting them for promotion to the grade of commander. The boards must ensure that these exceptional below-zone candidates are fully considered for promotion if they meet the best and fully qualified standard. A number not to exceed 10 percent of the total selections authorized for each grade and competitive category may be selected from below-zone unless the number calculated is less than one, in which case the number that may be selected from below-zone is one.

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5. Best and Fully Qualified Selection Standard

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

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

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

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

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

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

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

b. **Best Qualified.** Among the fully qualified officers, you must recommend for promotion the best qualified officers within their respective competitive category. Proven and sustained superior performance in command or other leadership positions in difficult and challenging assignments is a definitive measure of fitness for promotion. Furthermore, successful performance and leadership in combat conditions demonstrate exceptional promotion potential and should be given special consideration. Each board member shall apply this guidance when deliberating and voting. Additionally, members will use the considerations below to guide their determination of the best qualified officers.

(1) Command, whether at sea or ashore, is fundamentally about preparing for and leading in combat. You should select those officers who seize absolute ownership of their assigned

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mission and all that goes into its accomplishment. A command's mission is absolutely essential to the Navy's ability to fight and win. Look for those officers that imbue this belief in their team. Look for those that take fierce pride in this obligation. Select the officers that are the example their team reflects and those that embody humility, selflessness, and complete transparency.

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

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

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

Unrestricted Line (11X5/13X5)

1. Navy Operational Planner
2. Targeting
3. Unmanned Systems (UxS)
4. Expeditionary Warfare
5. Joint Experience
6. Cyber Operations and Planning
7. Naval Special Warfare (NSW) Experience
8. Mine Warfare
9. Space Cadre
10. Integrated Air and Missile Defense (IAMD)

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11. Operations Analysis (OA)
12. Language, Regional Expertise, and Cultural (LREC)
Experience

Unrestricted Line (TAR) (11X7/13X7)

1. Financial Resource Management (FM)
2. Operations Analysis (OA)
3. Navy Operational Planner
4. Naval Special Warfare (NSW) Experience
5. Education and Training
6. Joint Experience
7. Requirements Management
8. Expeditionary Warfare
9. Cyber Operations and Planning
10. Unmanned Systems (UxS)

Human Resources (1205)

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

Human Resources (TAR) (1207)

1. Operations Analysis (OA)
2. Financial Resource Management (FM)
3. Cyber Operations and Planning
4. Requirements Management
5. Recruiting Leadership
6. Joint Experience

Engineering Duty Officer(14X5)

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

Aerospace Engineering Duty (Engineering) (1515)

1. Acquisition Corps
2. Unmanned Systems (UxS)

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3. Space Cadre
4. Requirements Management
5. Operations Analysis (OA)
6. Astronaut Consideration

Aerospace Engineering Duty (Maintenance) (1525)

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

Aerospace Engineering Duty (Maintenance) (TAR) (1527)

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

Public Affairs (1655)

1. N/A

Strategic Sealift Officer (1665)

1. Expeditionary Warfare
2. Navy Operational Planner

Foreign Area (1715)

1. Language, Regional Expertise, and Cultural (LREC)
Experience
2. Naval Strategist Subspecialty
3. Navy Operational Planner
4. Joint Experience

Oceanography (1805)

1. N/A

Cryptologic Warfare (1815)

1. Cyber Operations and Planning
2. Space Cadre

Information Professional (1825)

1. Cyber Operations and Planning
2. Space Cadre

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Intelligence (1835)

1. N/A

Limited Duty Officer (Line) (6XX5)

1. N/A

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

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

(a) **Commitment to Operational Excellence.** Because Mission One for every officer is the operational readiness of our Navy, the best qualified officers will demonstrate an unrelenting commitment to operational excellence. This commitment will be evidenced by mastery of the skills critical to naval warfare. The Navy values service and superior performance on operational fleet and subordinate command staffs.

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

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

1. In line with the Secretary of the Navy Memorandum "Continuous Learning for Naval Officers" dated August 26, 2021, the boards shall give favorable consideration to those officers with relevant graduate education, experience in specialized areas, and Navy Professional Military Education and Joint Professional Military Education (JPME). In May 2018, the Unrestricted Line (URL) instituted a board selection process for in-residence graduate education programs. That board selection process ensures that URL officers with superior performance records are afforded the opportunity for in-residence graduate education. Cultivation of our best and brightest officers

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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 boards 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.

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 in necessary tours is both valued and 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.

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

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.

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

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

(a) Possesses and openly demonstrates the four core attributes. The challenges facing our Navy are growing in scope, scale, and pace. To meet these challenges, the Navy needs male and female leaders who have demonstrated estimable character and are prepared for decentralized operations. You should give careful consideration to officers who demonstrate the four core attributes that guide our decisions and actions: integrity, accountability, initiative, and toughness. Integrity may be demonstrated as an individual or as a team member by displaying conduct that is upright, honorable, and by working to strengthen the resolve of their peers, superiors, and subordinates. Accountability may be demonstrated by achieving and maintaining high standards, honestly assessing progress, and adjusting as required. Officers demonstrate initiative by

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taking ownership, acting to the limit of their authorities, and looking at new ideas with an open mind. Toughness can mean marshalling all sources of strength and resilience, including rigorous training; encouraging the fighting spirit of our people; and providing steadfast support to our families. Officers who demonstrate these core attributes ensure the Navy remains the world's finest navy and deserve your careful consideration when selecting officers who are best and fully qualified.

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

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

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

3. Takes care of themselves and their teammates.

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

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

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

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

(d) Facilitates connections in self and others. You should give careful consideration to officers who lead with humility and consistently and sustainably inspire their teams to perform at their best. This trait includes active mentorship of those within and outside of their immediate command and/or

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community and active advocacy for those whom they mentor. It also includes a demonstrated commitment to expansion of competence and continual strengthening of character.

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

(3) Championing a Culture of Excellence. The boards may give favorable consideration to those officers who have well-implemented those programs foundational to the Navy's Culture of Excellence campaign. In doing so, they will have created a sense of inclusiveness and connectedness in creating teams that generate superior outcomes.

(4) Coronavirus Disease 2019 (COVID 19) Stop Movements. Due to COVID-19 and the resultant stop movement, Fitness Report summary groups were altered beyond the Reporting Senior's control and in conflict with his or her intent. Officers receiving Fitness Reports where a Reporting Senior indicated COVID-19 impacted the end result should not be viewed adversely and the COVID-19 impact must be taken in context when viewed with the totality of the record. The boards must take extra care to not disadvantage members for their inability to transfer as a result of the stop movement.

(5) Indo-Pacific Area Expertise Considerations

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

(b) Recognizing this challenge to U.S. national security interests, special consideration shall be given to officers who have excelled in their knowledge of the political-military affairs and U.S. strategic interests in the Indo-Pacific region.

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

e. **Consideration of Reserve Officers.** Within the Reserve Component (RC), a variety of mission integration options are available to support the Navy with flexibility, speed and agility. In addition to drill periods, operational requirements are met by periods of active duty including mobilization, active duty for operational support, and active duty for training. Selected Reserve (SELRES) records may reflect a variation in duration of reporting periods as members execute a variety of orders - this should not be viewed negatively. In determining best and fully qualified, these time periods should be viewed in the context of a continuum of service, integral to delivering strategic depth.

f. **Training and Administration of the Reserve (TAR) Community Considerations.** TAR 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 TAR officers who have displayed superior performance in critical staff, leadership, and command tours - specifically, either operational and/or reserve management command tours. (Note: in

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addition to reserve centers and readiness commands, operational units such as reserve aviation squadrons and reserve commands within Navy Special Warfare are Navy Reserve Activities and involve reserve management responsibilities at both the O-4 department head level and O-5/O-6 command level).

(1) Dual career paths. Many TAR 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 Reserve Center (NRC) commanding officer, Navy Reserve major staff assignments, operational department head tours and operational aviation, special warfare and afloat command tours). 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 (e.g., command at sea for Surface Warfare Officers). Success and sustained exceptional performance in these areas are the most important attributes for consideration.

(2) Subspecialty requirements. TAR officers with expertise in Requirements Management (RM) are highly valued within the reserve force. Additionally, TAR officers with IT and Financial Management (FM) expertise are required to manage the varied reserve IT systems and to manage Reserve Personnel Navy and Operation and Maintenance Navy Reserve accounts. Although these subspecialty qualifications are a core requirement for a portion of the TAR HR community, officers of any designator may possess them. Regardless of designator, these subspecialties are critical to the TAR community and should receive favorable consideration.

(3) Diverse career backgrounds prior to selection as TAR 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

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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. Equal Opportunity and Diversity Guidance

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

b. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, or national origin. The Navy strives to maintain a professional working environment in which any of these bases will not limit a Sailor's professional opportunities. Discrimination on any of these bases is contrary to the Department's core values of honor, courage, and commitment. Accordingly, within this board's charter to determine the officers who are "best and fully qualified," or "fully qualified," as applicable, you must ensure that officers of every race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, and national origin are given fair and equitable consideration.

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

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

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

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

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

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

e. The Navy has assigned some officers outside of
traditional career development patterns (e.g., institutional
instructors, diversity officers, recruiting, and equal
opportunity billets). These assignments, though greatly
beneficial to the Navy, may have foreclosed to the officers so
assigned opportunities available to other officers. In
addition, other utilization policies or practices, such as those
based on statutory restrictions on the assignment of women, may
have had an effect on career opportunities. Such assignment
practices should not prejudice the selection of these men and
women for promotion; to do so may deny the Navy the diversity of
talent, background, and experience we should seek and which is
necessary for sustained success in our changing world.
Successful performance of duties assigned is the key in
measuring an officer's potential for promotion; duty performed
well by men and women affected by such utilization policies or
practices should be given weight equal to duty performed well by
an officer not affected by such policies or practices.

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

7. Unrestricted Line (URL) Considerations

a. Each URL Community has a separate and distinct career
path, with milestones and milestone screening boards that do not
necessarily correlate to one another. In determining best and

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fully qualified officers, the board may consider demonstrated superior performance in leadership positions and administrative screening board results as strong indication of future potential. However, the board should not view the absence of such experience or screening negatively where the typical career path does not include opportunities for equivalent leadership positions or screening opportunities across all officers of the URL. As always, sustained superior performance provides positive indication of future potential to serve in the next higher grade.

b. Aviation merit reorder slides guide the following discussion: Naval Aviation is a large and competitive community. Those officers who are consistently recognized as Early Promote performers in competitive summary groups during both sea and shore assignments should receive first priority for merit reordering. Priority should be given to officers who have earned a #1 EP FITREP in a competitive summary group during their department head tour and have been a top 10 percent EP in all prior assignments. TACAIR/Rotary communities value longer periods of recognized performance, but Maritime communities do not discriminate by milestone duration. Naval aviation values follow-on shore tours in nominative assignments and NAE-valued community staff assignments (N98, PERS-43, NAWDC). Priority should be given to officers who earn an EP FITREP in one of these assignments. Finally, additional consideration should be given to officers who have completed graduate education, a tour in Financial Management, Operations Analysis, and/or officers who have completed an IA/GSA.

c. Surface Warfare merit reorder slides guide the following discussion: Surface Warfare is a large and competitive community. Those officers screened for or serving in XO/CO Fleet-up billets with stand-out performance as a DH Afloat (consistent MP/EP breakouts throughout DH tours) should receive first priority for merit reordering. Additional consideration should be given to officers with a completed Master's degree and either breakout performance in Early Command (EP hard break, #1 or #2 soft break) or post-DH stand-out performance in production and/or community tours (CNSP/CNSL, SWSC, N95/N96, NSMWDC, PERS-41).

d. Submarine merit reorder slides guide the following discussion: Those officers recognized as top performers based on rankings while serving (or having served) as a CO or XO, and

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are recommended for command, should receive first priority for merit reordering. Additional consideration should be given to officers who have been consistently recognized as EP performers in competitive summary groups during assignments.

e. Reserve Component TAR Officer Naval Special Warfare merit reorder slides guide the following discussion: Those officers recognized as top performers while serving as Executive Officer who have completed JPME Phase I should receive first priority for merit reorder. Additional consideration should be given to TAR officers who have completed a competitively screened operational tour at either a SEAL Delivery Vehicle Team or Tactical Development and Evaluation Squadron, completed a Sensitive Reconnaissance Operation, demonstrated superior performance on a Flag or Joint staff, completed an in-residence Graduate Education Program, or served in a detailer or community management assignment.

(1) Reserve Component SELRES Officers should be given favorable consideration if they have demonstrated superior performance and experience in operational and screened community positions (NSW XO, CO, JSOC, NSW DG/TACDEV RON, SMU, SDV, SBT, SEAL, SRT) and major staff assignments (USSOCOM, TSOC, NSWC, CNRFC, OPNAV, OCNR, OSD, BUPERS, NPC). SELRES Officers who are consistently recognized as Early Promote (EP) performers, above RSCA, during both sea and shore assignments should receive first priority for merit reordering.

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

(1) Reserve Component TAR Officer EOD merit reorder slides guide the following discussion: Priority should be given to officers awarded EOD XO AQD (KG6) and at/above RSCA during their XO tour and Early Promote during their lieutenant commander staff tour. Additional consideration should be given to officers who have successfully completed JPME Phase I and in-resident Graduate Education Programs.

(2) Reserve Component SELRES Officers should be given favorable consideration if they have demonstrated superior

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performance and experience in operational units and screened 1145 and/or 1135 positions (EODMU, MDSU, ExMCM, SOF, Diving, NR EXU-1 XO, NR EXU-1 CO, NSW XO, NSW CO) and major staff assignments (COCOM, TSOC, NSWC, CNRFC, OPNAV, OCNR, OSD, JCS, BUPERS, NPC). Officers who are consistently recognized as Early Promote (EP) performers, above RSCA, during both sea and shore assignments should receive first priority for merit reordering.

8. Human Resources (HR) Community Considerations

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

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

c. Officers who have a successful track record of sustained superior performance and an increasing scope of responsibilities in command, leadership, sea duty, staff, milestone tours and/or IA/GSA/OCO/APH assignments, particularly at the current paygrade, indicate potential to succeed at the level of commander. Note: SELRES HR officers only have milestone billets at the commander and captain level.

d. Officers who have developed competency level expertise and completed qualification standard requirements (to include HR command PQS) at the intermediate level or higher in their primary career track indicate potential to succeed at the level of commander. Officers may have to complete tours outside of their primary track to achieve community values. Note: Career Tracks are only applicable to AC 1200 HR officers.

e. Officers who have a master's degree, particularly HR-focused (3XXX) (including Operations Research Analysis, Manpower Systems Analysis, Financial Management, and Education and

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Training Management, or civilian equivalent (plus IT (TAR only)), indicate an officer's potential to grasp complex human capital concepts, policy, and analytical accuracy as a leader in the HR Community.

f. Officers who have HR-focused subspecialties (Manpower Systems Analysis, Operations Research Analysis, Financial Management, and Education and Training Management (plus IT (TAR only)) indicate prior application of human capital theories, concepts, policy, and analytical accuracy as an HR leader and are valued by the HR Community.

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

h. Successful tours in a joint billet and completion of joint education are valued by the HR Community.

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

a. Officers with sustained superior performance and leadership at the DEPT HEAD/XO/OIC level should be given favorable consideration. Proven experience across critical competency skills and mastery of PQS/ITP qualifications should be secondary considerations.

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

a. Board members should carefully examine an officer's entire record to assess leadership, performance, and career potential. Consideration should be given to those officers that have demonstrated superior performance while mobilized, or on active-duty for operational support (ADOS) in support of the Naval Aviation Enterprise.

b. For merit reorder consideration, clear recommendations toward early promotion should accompany recognized sustained superior performance; officers should excel in billets of increasing complexity, responsibility, and scope.

c. Engineering (1515) officers under consideration for

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promotion to commander should demonstrate superior performance as a department head, Deputy Mission or IPT lead. Acquisition experience is essential, DAWIA legacy Level I certification in Engineering or Foundational certification in Engineering and Technical Management is highly valued.

d. Maintenance (1525) officers under consideration for promotion to commander should demonstrate superior performance as a department head, Deputy Mission or IPT lead. Organizational and/or intermediate fleet maintenance experience at sea and/or ashore is valued. Acquisition experience is essential. DAWIA legacy Level I certification in Production, Quality, Management, or Foundational certification in Life Cycle Logistics is highly valued, additional certification in DAWIA legacy Level I or Practitioner certification in Program Management is desired.

e. Maintenance (1527) officers under consideration for promotion to commander should demonstrate superior performance in a valued O-4 milestone tour. Officer experience will include positions of increased leadership and responsibility to include wing Assistant Maintenance Officer-Readiness Officer, Fleet Readiness Center Assistant OIC, and major staff positions supporting the Naval Aviation Enterprise. Acquisition experience is desired.

11. Public Affairs Officer (PAO) Community Considerations

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

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keeping in mind though, that an officer's career track may not include all desired career milestones due to the recently enacted career milestone and progression model.

b. Senior reserve PAOs must ensure RC officers and Sailors under their charge are mobilization and warfighting ready for short-fused OCO and crisis missions afloat or ashore. As such, sustained superior performance in public affairs leadership billets, particularly on numbered fleets and operational staffs, as well as in combat operations with demonstrated mastery of the full range of public affairs skills as it applies to maritime operations and warfighting indicates strong potential for future success.

c. A successful track record of sustained superior performance in SELRES unit department head leadership assignments of increasing scope and complexity and a history of directly supporting the supported commands' public affairs missions in operational or high visibility contingency environments indicates potential to succeed as a commander.

d. PAOs with documented experience as a public affairs advisor to operational and fleet leaders should be given favorable consideration.

e. PAOs who have demonstrated superior performance in an individual augmentee assignment, particularly supporting combat operations should be given favorable consideration.

f. The Navy Reserve Augment Unit Commanding Officer/Officer-In-Charge qualification, (AQD: 2N1) is required for key O-5 roles. Officers who have this qualification should receive favorable consideration.

g. Crisis and contingency operations present both a critical need for RC support to AC and a significant opportunity for PAOs to demonstrate warfighting readiness. PAOs who demonstrated superior performance during a crisis or contingency operation should be given favorable consideration.

h. Considerations for Merit Reorder. Values for merit reorder are listed on the merit reorder slide in order of priority with the top five carrying the most weight:

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

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

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

12. **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 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.

c. The best qualified officers will maintain their proficiency at sea with meaningful underway experience within the last three years. A successful track record of sustained superior performance and increasing scope of responsibilities in reserve leadership positions and maritime related active-duty assignments indicating potential to succeed is valued. Favorable consideration should be given to officers who: demonstrate leadership during challenging mobilization, Active-Duty for Operational Support (ADOS), recall, or extended Active-Duty for Training (ADT) assignments; complete advanced education; or, demonstrate civilian maritime leadership experience/subject matter expertise.

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d. Merit reorder slides guide the following discussion:
SSOs serve as Deck Officers or Engineering Officers, in the
Individual Ready Reserve (IRR) and as SELRES. Officers who have
a proven track record of performance - either through upgrading
their license while working in the maritime industry, or through
demonstrated leadership within their community and across a
variety of commands - and hold a license commensurate with rank,
should be considered for merit reorder.

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

f. Fully qualified officers will also 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) below) commensurate with
rank. Category (a) is the most valued (e.g., 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);

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

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

(d) Third Mate (DO THRD MATE) 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.

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g. All IRR lieutenant commanders who are best qualified for promotion to commander have attained or maintained one of the following USCG MMCs: MASTER, STM CHENG, MTR CHENG, GT CHENG, DO CH MATE, STM 1ST ASST, MTR 1ST ASST, or GT 1ST ASST; and consistently execute annual ADT (or have an approved waiver). Possession of a USCG MMC for MASTER or CHENG is the most valued.

h. Favorable consideration should also be given to SELRES lieutenant commanders who have demonstrated leadership and sustained superior performance in a paid status (commanding officer, officer-in-charge, executive officer, or department head). Sustained superior performance with hard (or soft) breakouts provides positive indication of potential to serve at the next higher paygrade.

i. Favorable consideration should be given to lieutenant commanders who acquired the Tactical Advisor (TACAD) qualification and have gained afloat experience serving as a TACAD on multiple occasions.

j. Favorable consideration should be given to lieutenant commanders who acquired the Afloat Bridge Resource Management Workshop (ABRMW) qualification and gained afloat experience serving as an ABRMW advisor.

13. Foreign Area Officer (FAO) Community Considerations

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

b. Fully qualified FAOs receive one of five regional AQDs: FAO Q ME AF (Fully qualified CENTCOM FAO), FA Q EA PAC (Fully qualified INDOPACOM FAO), FAO Q WHEM (fully qualified SOUTHCOM

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

c. Non-observed time for language study, master's-level education, and billet specific training (attaché or security assistance) is expected and should not be viewed negatively.

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

e. Fully qualified officers have an "FA" AQD; completion of Joint Foreign Area Officer Phase I (DOD-governed orientation course for new community accessions) and JPME Phase I; Current in a foreign language at 2/2 or above.

f. Best qualified officers demonstrate sustained superior performance leading their peers in at least one FAO billet type.

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

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

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

(3) Completion of advanced strategic and operational courses (MSOC, MOPC, JAWS, JIOPC, etc.).

(4) Participation in competitive fellowships, scholarship programs, or continued education focused on strategic warfighting advantage.

14. Information Warfare (IW) Community Considerations

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

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

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

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

15. Oceanography (OCEANO) Community Considerations

a. The OCEANO community's core mission capability and capacity draws on experience and expertise in the fields of meteorology, oceanography, precise time and astrometry, bathymetry, geophysics, and hydrography, and is focused on providing timely and relevant support to fleet and joint operations. OCEANO officers typically develop foundational expertise in assignments at operational meteorology and oceanography (METOC) commands.

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

c. Education is valuable and highly regarded for OCEANO officers. All active-duty officers will participate in advanced education leading to a Master's of Science degree in Meteorology and/or Physical Oceanography. Reserve officers who have additional graduate level education are highly valued.

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.

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e. Fully qualified reserve OCEANO commanders will have successfully completed or be currently performing in a lieutenant commander operational oceanography tour.

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

(1) Demonstrated superior performance and leadership serving as an APPLY-selected executive officer or officer-in-charge.

(2) Demonstrated superior performance in oceanography assignments on major staffs such as numbered fleet oceanographers, operational commands within Commander, Naval Meteorology and Oceanography Command, and TYCOMs.

(3) Attained JPME I.

(4) Demonstrated progress toward or completed an advanced degree.

16. Cryptologic Warfare (CW) Community Considerations

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

b. CW officers typically develop deep foundational SIGINT and cyber expertise in assignments at NIOCs and staffs aligned with Cryptologic Centers, Cyber Mission Force, and NSA/CSS. CW officers gain SIGINT and EW expertise in embedded maritime and expeditionary environments, assigned to surface combatants as ship's company or afloat staff, NAVSPECWAR commands/units, as a Direct Support Officer (aboard surface, subsurface, or airborne platforms), or IAs as an augmentee (Service, national, or

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joint). Experience in SIGINT is denoted by the BI-series AQDs, while EW experience is reflected through the BL-series AQDs. CW officers gain cyber expertise under the operational control of U.S. Cyber Command (USCYBERCOM), its naval component command, U.S. Fleet Cyber Command (FLTCYBERCOM), NSA, and joint arena (Joint Forces Headquarters/geographic combatant commands). These commands integrate tactically and operationally with fleet and joint forces in planning and executing operations worldwide. Cyber experience is documented through the BO-series AQDs. Additionally, CW officers make up a significant portion of the Navy's Space Cadre (VS-series AQDs) and can qualify for the Navy's Acquisition Corps (Acquisition series AQDs). The CW Community values officers with experience in Space and Acquisition.

c. Fully qualified reserve CW commanders will have:

(1) Successfully completed or be currently performing in an APPLY-selected leadership tour (O-4 IWC Unit Officer-In-Charge or O-4 IWC Unit Executive Officer), an active-duty milestone tour, or an equivalent leadership position on a mobilization or long term orders.

(2) Demonstrated proficiency in at least one CW core mission area (SIGINT, EW, cyber).

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

(1) Demonstrated superior leadership and performance in an O-4 leadership tour (executive officer/officer-in-charge/milestone/mobilization).

(2) Demonstrated proficiency across more than one CW core mission area (SIGINT, EW, cyber).

(3) Completed an advanced (masters or doctorate) technical degree, advanced language degree, or technical certifications.

(4) Attained Space AQD VS5 or higher; this is especially valued when combined with relevant billet experience.

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(5) Attained JPME I.

17. Information Professional (IP) Community Considerations

a. Leadership and demonstrated excellence in C4 and cyber in the Maritime environment is the cornerstone of success for IP officers. Future leaders of the IP community must have a proven record at sea, in shore C4 and Cyber tours, and demonstrated technical IP expertise supporting naval and joint operations.

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

c. Fully qualified reserve IP commanders will have successfully completed or be currently performing in an APPLY-selected OIC, program manager, or XO leadership tour, or equivalent from previous community in the case of O-4 re-designations.

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

(1) Demonstrated superior performance in APPLY-selected XO, OIC, or program manager assignment.

(2) Completed a technical master's degree or higher, advanced technical certifications, or DoD CIO certificate.

(3) Attained Space AQD VS5 or higher; this is especially valued when combined with relevant billet experience.

18. Intelligence (Intel) Community Considerations

a. Leadership, warfighting competence, and sustained superior performance are the hallmarks of a successful naval Intel officer. Senior Intel officers must possess a well-

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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). Intel officers are experts on the adversary and threats; therefore, developing deep expertise on our nation's strategic competitors is imperative. The Intel Community also values additional specialty skills, which are documented in records as Intel-specific AQDs (typically 3XX alpha-numeric AQD series). A limited number of active component naval Intel officer (1830) billets support the DoD-wide, joint-service RAIDER CUTLASS initiative. Officers serving in these billets are extensively screened and trained, perform multiple operational assignments, and expected to complete the same professional milestone and leadership requirements. All officers should demonstrate progress toward completion of advanced education.

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

c. Fully qualified reserve Intel commanders will have:

(1) Demonstrated advanced proficiency in an intelligence discipline (OPINTEL, Naval Special Warfare, Strike/Targeting, Human Intelligence, Collection Management).

(2) Provided advanced intelligence capability to Navy/Joint forces in a drilling reserve capacity or on active-duty.

(3) Shown successful leadership performance as a unit DH/XO/OIC or in a Region/Commander, Naval information Force Reserve (CNIFR) staff position, Naval Intelligence Officer Basic Course (NIOBC) instructor, National Junior Officer Professional Development (JOPD) Coordinator.

d. Best of fully qualified criteria is not a checklist, but rather a list of valued skills and achievements beyond the fully

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qualified criteria listed above that are indicative of officers prepared for selection to the next higher paygrade. The best qualified reserve Intel commanders will have:

(1) Demonstrated superior performance in an operational intelligence capacity.

(2) Demonstrated superior performance in O-4 leadership billets.

19. 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 who 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.

20. Recommendation for Reorder of Officers of Particular Merit

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

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 boards may

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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
these boards.

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



Carlos Del Toro