



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

From: Robert D. Hogue, Principal Deputy Assistant Secretary of
the Navy (Manpower and Reserve Affairs)

To: Presidents, FY-25 Navy Reserve Lieutenant Commander Line
Promotion Selection Boards

Subj: ORDER CONVENING THE FY-25 PROMOTION SELECTION BOARDS TO
CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-
STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE
GRADE OF LIEUTENANT COMMANDER

Ref: (a) FY-25 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 Navy Personnel Command, Millington, TN, at 0800, June 10, 2024, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter and the FY-25 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 and above-zone, not previously considered, eligible officers on the convening date, calculate the number that may be recommended for promotion under the percentages set forth in the FY-25 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	82
Unrestricted Line Officer (TAR)	100
Special Duty Officer (Human Resources)	35
Special Duty Officer (Human Resources) (TAR)	88
Special Duty Officer (Permanent Professional Recruiter) (TAR)	100
Engineering Duty Officer	73
Aerospace Engineering Duty Officer (Engineering)	67
Aerospace Engineering Duty Officer (Maintenance)	50
Aerospace Engineering Duty Officer (Maintenance) (TAR)	63
Special Duty Officer (Public Affairs)	71
Special Duty Officer (Strategic Sealift Officer)	15
Special Duty Officer (Oceanography)	100
Special Duty Officer (Cryptologic Warfare)	79
Special Duty Officer (Information Professional)	92
Special Duty Officer (Intelligence)	75
Limited Duty Officer (Line)	75

3. Equal Consideration of Officers "In-Zone" and "Above-Zone".

As detailed above, the number of in-zone and above-zone, not previously considered, 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 lieutenant 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

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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.

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.

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

(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.

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(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 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. Cyber Operations and Planning
6. Naval Special Warfare (NSW) Experience
7. Mine Warfare
8. Space Cadre

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9. Integrated Air and Missile Defense (IAMD)
10. Operational Analysis (OA)
11. Language, Regional Expertise, and Cultural
(LREC) Experience

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

1. Naval Special Warfare (NSW) Experience
2. Financial Management (FM)
3. Expeditionary Warfare
4. Requirements Management (RM)
5. Targeting
6. Operational Analysis (OA)
7. Recruiting Leadership
8. Navy Operational Planner
9. Integrated Air and Missile Defense (IAMD)
10. Mine Warfare
11. Space Cadre
12. Unmanned Systems (UxS)

Human Resources (1205):

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

Human Resources (TAR) (1207):

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

Permanent Professional Recruiter (TAR) (1287):

1. Recruiting Leadership
2. Education and Training

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

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7. Space Cadre
8. Financial Management (FM)

Aerospace Engineering Duty Officer (Engineering) (1515):

1. Acquisition Corps
2. Unmanned Systems (UxS)
3. Space Cadre
4. Requirements Management
5. Operations Analysis (OA)
6. Astronaut Consideration

Aerospace Engineering Duty Officer (Maintenance) (1525):

1. Acquisition Corps
2. Financial Management (FM)
3. Education and Training
4. Requirements Management
5. Operations Analysis (OA)

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

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

Public Affairs (1655):

1. N/A

Strategic Sealift (1665):

1. Expeditionary Warfare
2. Navy Operational Planner

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.

1. In accordance with the Naval Education Strategy 2023 and Secretary of the Navy Memorandum "Continuous Learning for Naval Officers" dated August 26, 2021, the boards shall give favorable consideration to those officers with graduate education relevant to naval warfighting, experience in specialized areas, Navy PME and Joint PME (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 graduate education. Cultivation of our best and brightest officers through high quality in-residence, low-residence, and hybrid learning enhances critical thinking skills and warfighting expertise. Beginning with officers in year group 2015, graduate education will be required prior to assuming major command. In determining officers who are best and fully qualified for

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promotion, the boards should give favorable consideration to officers who have obtained naval warfighting relevant graduate education. Degrees earned through Department of the Navy funded Low-residency Graduate Education Program fulfill the graduate education requirement.

2. The Navy values graduate education and development of a subspecialty. Degrees and certificates 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 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, Legislative Fellowships, 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 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

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 and/or involve significantly heightened

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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) Ensures adherence to standards while fostering innovation. Every officer must build on an understanding of standards to think creatively, develop new ideas, take prudent risks, and deliver superior outcomes. Innovative officers, who can build great teams that innovate as they manage risk and ensure standards, may come from 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 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

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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 build on our Core Values of commitment in how they
demonstrate a "Get Real, Get Better" mindset; use data-driven
insights; master the skills critical to naval warfare; and act
transparently in how they receive feedback from seniors, peers,
and subordinates alike.

(d) Builds connectedness and inclusion. You should
give careful consideration to officers who lead with humility
and consistently and sustainably inspire their teams to perform
at their best, creating teams connected to each other and
inclusive of everyone assigned, regardless of background. This
trait includes active listening to subordinates of all ranks and
backgrounds and the ability to self-assess so that personal
biases do not affect decision making.

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(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 should give favorable consideration to those officers who are deliberate in how they build great people, leaders and teams, achieving outcomes through a deep investment in their people.

(4) COVID-19 Vaccine Refusal Adverse Information. Promotion selection boards will not consider any adverse information related solely to COVID-19 vaccine refusal in cases in which an accommodation was requested. If adverse information related solely to COVID-19 vaccine refusal is identified in eligible officer's record, you will notify the boards administrative support staff, who will direct you whether or not to consider the information.

(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 the PRC continues to seek economic and military dominance, 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, and operational contingency planning for Indo-Pacific war plans.

(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

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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 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

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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 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

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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:

(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

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(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 that do not necessarily correlate to one another. In determining best and fully qualified officers, the board may consider demonstrated superior performance in leadership positions as strong indication of future potential. However, the board should not view the absence of such experience negatively where the typical career path does not include opportunities for equivalent lieutenant leadership positions across all officers of the URL. As always, sustained superior performance in any duties assigned is what provides positive indication of future potential to serve in the next higher grade.

b. Aviation merit reorder slides guide the following discussion: Naval aviation is a large and competitive community. Those officers who are consistently recognized as

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Early Promote (EP) 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 top three EP FITREP in a competitive summary group during their first sea tour while achieving advanced warfare qualifications for their specific Type/Model/Series. Naval Aviation highly values first shore production assignments (NAWDC, FRS, Weapons School, VT/HT, test). Priority should be given to those officers that excel in the production environment over others. Finally, career timing permitting, Aviation Officers are expected to fulfill a second sea tour as ship's company (ANAV, Shooter, OPS Admin), Weapons and Tactics Instructor (WTI), Super JO, or CAG Staff. Priority should be given to officers who earn an EP FITREP in a competitive summary group during their second sea tour. Additional consideration should be given to officers who have completed JPME Phase I or graduate education.

c. Surface Warfare merit reorder slides guide the following discussion: Surface Warfare is a large and competitive community. Those officers with consistently above-Reporting Senior's Cumulative Average (RSCA) performance at sea in DIVO tours, recommendations for Afloat DH in each DIVO tour, are screened for or serving as a DH Afloat, and completed an EOOW letter should receive first priority for merit reordering. Additional consideration should be given to officers with early EP performance in their DH tours and are screened for or are serving in Early Command (PC/MCM/MK6), completed a TAO letter, WTI qualification, JPME Phase I, and/or Master's degree.

d. Submarine merit reorder slides guide the following discussion: Those officers serving (or having served) as a department head afloat with recognized top performance as a division officer 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 both sea and shore assignments.

e. Reserve Component TAR Officer Naval Special Warfare merit reorder slides guide the following discussion: Those officers recognized as top performers in all tours, including while serving as a Department Head (DH) should receive first priority for merit reorder. Additional consideration should be given to TAR officers that have completed a Sensitive Reconnaissance Operation, completed a competitively screened

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tour at a Naval Special Warfare Tactical Development and
Evaluation Squadron or a SEAL Delivery Vehicle Team, 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, JCS, JSOC, Fleet, BUPERS, NPC). Additional consideration should be given to those with a Masters or JPME Phase I complete and recent AC service in an NSW DEPO RD requirement lasting greater than six months. 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. Reserve Component TAR Officer EOD merit reorder slides guide the following discussion: Priority should be given to officers with sustained superior performance through their initial tours. An officer with a soft break out as #1 or #2 as a lieutenant Junior Grade Platoon Commander and lieutenants with an Early Promote FITREP during their second operational tour as a Company or Platoon Commander have demonstrated sustained leadership and performance. Third tour top performance includes in-residence graduate education or a competitive breakout FITREP, wherever assigned.

(1) Reserve Component SELRES Officers should be given favorable consideration if they have demonstrated superior performance and experience in operational 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

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responsibilities across three billet types: Command and leadership, sea duty (HR 1200 only), and milestone tours. In calendar year 2021, HR Command, Leadership, and Sea Screened billets (CO/XO/OIC/Sea Duty) were distinguished from HR Milestone billets to create a separate community value. Additionally, in calendar year 2021 completion of an HR Leadership (CO/XO/OIC) tour, HR Headquarters (SECNAV/OPNAV/NPC) tour as a LCDR or CDR, and career track competency development (Intermediate, Expert, and Advanced) were added as community values. 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. The HR 1205 community implemented changes adding Fleet N1/J1 manpower and requirements billets as milestone as these are critical warfighter enablement capabilities.

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

c. Almost all gains in the AC and TAR HR communities are from URL lateral transfers at the lieutenant level. SELRES gains are from lateral transfer, active to reserve transition, and direct commission. Most AC and TAR officers will have attained a warfare qualification and completed successful tours in their previous community. Officers who have a successful track record of sustained superior performance in their previous community or as an HR officer, indicate potential to succeed at the level of lieutenant commander.

d. Upon re-designation into the HR community, many AC and some TAR officers will be sent directly to Naval Postgraduate School to complete an HR-focused master's degree. Some will have non-observed fitness reports covering significant periods of time. Education is valued by the HR community. Officers who have made progress toward or completion of a master's degree, particularly HR-focused (3XXX) (including Operations Research Analysis, Manpower Systems Analysis, Financial Management, and Education and 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.

e. Officers that have completed qualification standard requirements for command indicate potential to succeed at the level of lieutenant commander.

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f. Officers who maintain a current 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.

g. For merit reorder considerations, valued achievements prior to lieutenant commander for SELRES HR officers:

(1) Recognized top performer in source community and/or subsequent HR tour(s).

(2) Master's degree in subspecialties including Financial Management, Manpower Systems Analysis, Education and Training Management, Operations Analysis, and Information Systems and Technology (3XXX SSP preferred).

(3) Attainment of command qualification and screening (2N1 AQD).

(4) Professional certifications in disciplines to include: PHR, SPHR, GPHR, CDFM, CDFM-A, CISSP, or GSLC.

h. For merit reorder considerations, valued achievements prior to lieutenant commander for TAR HR Officers:

(1) Recognized top performer in source community and/or subsequent HR tour(s).

(2) Master's degree in subspecialties including Financial Management, Manpower Systems Analysis, Education and Training Management, Operations Analysis, and Information Systems and Technology (3XXX SSP preferred).

(3) Attainment of command qualification and screening (2D1 AQD).

9. Permanent Professional Recruiter (PPR) Community Considerations

a. The TAR PPR community provides the Navy Reserve with a cadre of dedicated recruiting experts to develop key relationships within communities and establish market penetration in an increasingly challenging recruiting environment. PPR career progression will produce consistent corporate knowledge for the Navy Reserve, maintain historical

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knowledge, and facilitate seamless communication in a designated geographical location to deliver recruiting support. Promotion opportunity is limited to lieutenant commander (the community is capped at this paygrade) for successful PPR officers who demonstrate sustained superior performance in all assignments, with special emphasis on increasing responsibilities in recruiting and reserve management.

b. Gains into the TAR PPR community are from lateral transfers, re-designation, active to reserve transition, and the TAR in-service procurement program. Most AC and TAR officers will have attained a warfare qualification, completed successful tours in their previous community, and have recruiting experience. Officers who have a proven track record of sustained superior performance in their previous community, as an HR officer, have demonstrated leadership, and/or have significant recruiting experience indicate potential to succeed at the level of lieutenant commander.

c. Upon re-designation into the TAR PPR community, officers will be assigned to their PPR duty station in a specific geographical area. TAR PPR is unique in that officers may remain in the same geographical area for the duration of their service time. Therefore, geographical stability SHOULD NOT be viewed negatively.

d. Superior performance in recruiting and reserve management are highly valued.

e. The TAR PPR community values education. Officers who have made progress toward or completion of a master's degree indicate an officer's potential to grasp complex human capital concepts, policy, and analytical accuracy as a leader in the PPR community.

f. Officers who maintain an industry-recognized recruiting related certification or Professional in Human Resources (PHR)/ Senior Professional in Human Resources (SPHR) certification have demonstrated the ability to understand and apply human capital theories, concepts, and laws/regulations critical to policy development and execution across the Navy.

10. Engineering Duty Officer (EDO) Community Considerations

a. Officers with sustained superior performance and leadership at the DEPT HEAD/DIVO/PROJ OFF level should be given

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favorable consideration. Proven experience across critical competency skills and mastery of PQS/ITP qualifications should be secondary considerations.

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

a. Board members should carefully examine an officer's entire record to assess leadership and performance in operational fleet and/or acquisition positions. 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 diverse complexity, responsibility, and scope.

c. Engineering (1515) officers under consideration for promotion to lieutenant commander will have varying degrees of acquisition and operational experience. Officers should demonstrate superior performance as a department head or Project Lead.

d. Maintenance (1525) officers under consideration for promotion to lieutenant commander should have demonstrated superior performance in aviation organizational and intermediate fleet positions to include Maintenance Control Officer (MCO), Maintenance Material Control Officer (MMCO), Production Control Officer, Detachment Maintenance Officer, or Project Lead.

e. Maintenance (1527) officers under consideration for promotion to lieutenant commander should demonstrate superior performance in direct leadership of aviation organizational and intermediate fleet positions to include Maintenance Material Control Officer (MMCO), Production Control Officer (PCO), or Contracting Officer Representative (COR).

12. 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

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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 and general officers is the pinnacle of a PAO's career. As such, sustained superior performance in diverse billets, particularly direct senior leader support on operational staffs indicates strong potential for future success, 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. 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.

b. Transitions from active-duty, officer re-designations, inter-service transfers and direct commission officer accessions are the means for gaining officers into the RC PAO community. Due to the variance in length of service for each of these accession methods, career paths may vary. Upon entry into the PAO community, officers will be sent to the Public Affairs & Communication Strategy Qualification (PACS-Q) Course at the Defense Information School during their first PAO assignment. A successful track record of sustained superior performance in SELRES unit department head or assistant department head assignments and a history of directly supporting the supported command's public affairs mission during operational or high visibility missions, with PA support reflecting increasing scope and complexity, indicates potential to succeed as a lieutenant commander.

c. PAOs with documented operational public affairs experience to include experience supporting fleet, joint or combined exercises should be given favorable consideration.

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

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e. Considerations for Merit Reorder. Values for merit reorder are listed on the merit reorder slide in order or priority:

(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.

13. 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. Fitness reports during this period should be, but are not required to be, observed. Favorable consideration should be given to these officers based on their civilian mariner leadership, experience, credentials, and licenses.

c. The best qualified officers should maintain their proficiency at sea with meaningful underway experience within the last three years and demonstrate a successful track record of sustained superior performance with an increasing scope of responsibilities in reserve leadership positions and maritime related active duty assignments. 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)

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assignments; complete advanced or joint education; demonstrate civilian maritime leadership experience/subject matter expertise or are engaged in long-term support of SSOF community management.

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

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

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

g. Favorable consideration should be given to IRR and SELRES lieutenants who have attained or maintained an advanced MMC (SECMATE/2ND ASST or higher).

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

i. Favorable consideration should be given to lieutenants who have demonstrated support to engineering planning, maintenance, or repair activities, both shore-side and afloat; and whose annual training efforts align with Port Engineer, Life Cycle Management, or Safety Management System functions.

14. Information Warfare (IW) Community Considerations

a. The IW community is comprised of officers in the Oceanography (180X), Cryptologic Warfare (181X), Information Professionals (182X), Naval Intelligence (183X) and Maritime Cyber Warfare Officer (188X) 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

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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.

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

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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.

e. The reserve OCEANO community is a mix of officers
attained from both Direct Commission and affiliation from the
Active Component; thus, some lieutenants will have a mix of
assignments in both the OCEANO community and URL fields prior to
lateral transition. Both are equally valuable and board members
should examine an officer's entire record to assess career
potential, leadership, and operational expertise to determine
those best and fully qualified.

f. Fully qualified reserve OCEANO lieutenant commanders
will have:

(1) Earned their OCEANO basic qualification.

(2) Qualified as an IW Officer under the IW community
Qualification Program.

(3) Demonstrated active participation in Navy reserve
assignment.

g. Best 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 lieutenant commanders will have:

(1) Demonstrated leadership performance as an OIC of
Navy reserve unit.

(2) Demonstrated sustained superior performance in
oceanography operational and/or leadership tours.

(3) Qualified in one or more watch standing positions at
their supported command.

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16. **Cryptologic Warfare (CW) Community Considerations**

a. Leadership and demonstrated excellence in the CW core mission areas of signals intelligence (SIGINT) and electronic warfare (EW) are the foundation for successful CW officers. The CW community values officers with deep expertise in the information warfare domain (specifically electromagnetic spectrum, space, 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. With the establishment of the Maritime Cyber Warfare Officer (MCWO)/1880 community in June 2023, most CW cyber effects billets and functionalities within the Cyber Mission Force (CMF) and US Cyber Command (USCC) will transition to the MCWO community by the end of FY25. However, CW Officers will continue to support cyberspace operations across the information warfare domain.

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 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. The reserve CW community is a mix of direct commission (largely O-1, but some may receive constructive entry credit up to O-3) level, and affiliation from the Active Component and lateral transfers from other communities (O-2 and O-3). Those

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officers who have laterally transferred to CW should have a
successful track record in their previous community to indicate
potential to succeed as a CW lieutenant commander.

d. Fully qualified reserve CW lieutenant commanders will
have:

(1) Earned their CW basic qualification.

(2) Qualified as an IW Officer under the IW community
Qualification Program.

e. Best 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 lieutenant commanders will have:

(1) Demonstrated strong operational leadership
performance and innovation in ashore and tactical CW
assignments.

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

(3) Demonstrated progress toward a post-graduate
education degree (master's degree, post-graduate technical
certification, doctorate degree).

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.

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c. Fully qualified reserve IP lieutenant commanders will
have:

(1) Completed the IP Basic Qualification.

(2) Qualified as an IW Officer under the IW community
Qualification Program.

d. Best 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 lieutenant commanders will have:

(1) Demonstrated strong operational leadership
performance and innovation in C4 and cyber assignments.

(2) Advanced certifications in networking, security, and
cloud such as CISSP, CEH, or anything from Cisco, SANS/GIAC,
AWS, Azure, or GCP.

(3) Demonstrated progress towards a technical post-
graduate education.

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-
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.

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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 lieutenant commanders will have:

(1) Qualified as an Intelligence and Information Warfare Officer.

(2) Demonstrated proficiency in an intelligence discipline.

d. Best 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 Intel lieutenant commanders will have:

(1) Demonstrated superior performance and/or depth within their intelligence discipline.

(2) Highly successful Intel mobilization or active-duty operational tour at any rank.

(3) Impactful contributions to community training and health beyond one's normal job description (e.g., through teaching/hosting PDS Surges or IWIREP training programs, or other community contributions).

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

Subj: ORDER CONVENING THE FY-25 PROMOTION SELECTION BOARDS TO
CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-
STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE
GRADE OF LIEUTENANT COMMANDER

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, 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. The
officers recommended for merit-based reordering are, in the
opinion of the majority of the members of the board, 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
board.

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
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.

Robert D. Hogue

Robert D. Hogue

6 June 2024