



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

MAR 6 2026

From: Secretary of the Navy
To: Presidents, FY-27 Navy Reserve Commander Line Promotion Selection Boards

Subj: ORDER CONVENING THE FY-27 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-27 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
(4) Statutory and Regulatory Promotion Objectives
(5) Merit Reorder Considerations
(6) USNR LDO Community Value Slides

1. Date and Location

a. The Promotion Selection Boards (PSBs), 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 10, 2026, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-27 Active-Duty Navy and Reserve Officer and Chief Warrant Officer PSB Precept, reference (a), and (as applicable) the Statutory and Regulatory Promotion Objectives, enclosure (4).

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-27 Navy

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Reserve Officer Promotion Plan, and furnish the number to the boards.

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	62
Unrestricted Line Officer (TAR)	71
Special Duty Officer (Human Resources)	67
Special Duty Officer (Human Resources) (TAR)	79
Engineering Duty Officer	71
Aerospace Engineering Duty Officer (Engineering)	88
Aerospace Engineering Duty Officer (Maintenance)	80
Aerospace Engineering Duty Officer (Maintenance) (TAR)	100
Special Duty Officer (Public Affairs)	44
Special Duty Officer (Strategic Sealift Officer)	82
Special Duty Officer (Foreign Area)	67
Information Warfare Officer (Oceanography)	63
Information Warfare Officer (Cryptologic Warfare)	67
Information Warfare Officer (Information Professional)	70
Information Warfare Officer (Intelligence)	61
Information Warfare Officer (Maritime Space)	67
Information Warfare Officer (Maritime Cyber Warfare)	50
Limited Duty Officer (General Line)	50

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 commander. The boards must ensure that these exceptional below-zone candidates

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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.

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 support of 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 War (DoW) ethical standards, are physically fit, and demonstrate loyalty to the Navy Core Values.

(2) 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.

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(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 varied 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 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, contributions to warfighters and warfighting through 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 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.

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(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. 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.** 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. Integrated Air and Missile Defense (IAMD)
5. Expeditionary Warfare
6. Joint Experience
7. Cyber Operations and Planning
8. Naval Special Warfare (NSW) Experience
9. Mine Warfare
10. Space Cadre
11. Operations Analysis (OA)
12. Language, Regional Expertise, and Cultural (LREC) Experience

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

1. Financial Management (FM)
2. Shore Installation Leadership
3. Navy Operational Planner
4. Requirements Management
5. Education and Training
6. Naval Special Warfare (NSW) Experience
7. Expeditionary Warfare
8. Unmanned Systems (UxS)

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9. Integrated Air and Missile Defense (IAMD)
10. Mine Warfare
11. Operations Analysis (OA)
12. Space Cadre

Human Resources (1205)

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

Human Resources (TAR) (1207)

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

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 Management (FM)

Aerospace Engineering Duty (Engineering) (1515)

1. Acquisition Corps
2. Unmanned Systems (UxS)
3. Requirements Management
4. Operational Analysis (OA)
5. Astronaut Consideration

Aerospace Engineering Duty (Maintenance) (1525)

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

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

1. Acquisition Corps
2. Education and Training
3. Financial Management (FM)
4. Expeditionary Warfare
5. Operational Analysis (OA)
6. 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
5. Attaché Duty

Oceanography (1805)

1. N/A

Cryptologic Warfare (1815)

1. Space Cadre

Information Professional (1825)

1. N/A

Intelligence (1835)

1. N/A

Maritime Space Officer (1875)

1. N/A

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Maritime Cyber Warfare (1885)

1. N/A

Limited Duty Officer (General 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.** Graduate-level education that develops naval warfare competencies and prepares officers to lead and think strategically is integral to developing warfighting advantage. Professional Military Education (PME), advanced degree programs, professional certifications, experiential learning, and other non-standard educational opportunities provide a rich portfolio for developing future leaders. 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 outthink and outfight all competitors and adversaries.

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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 promotion, the board 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 War 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.

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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 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

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needs 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 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. Fosters connectedness and cohesion at all levels and among individuals and teams.

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

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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 cohesion. 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 that are connected and cohesive, regardless of background. This trait includes active listening to subordinates of all ranks and backgrounds and the ability to effectively self-assess.

(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. This is demonstrated through emotional intelligence, self-awareness, and investing in their people's needs.

(4) COVID-19 Vaccine Refusal Adverse Information. PSBs will not consider any adverse information related solely to COVID-19 vaccine refusal in cases in which an accommodation was requested. Additionally, you shall not consider any other adverse information related solely to COVID-19 vaccine refusal. If adverse information related solely to COVID-19 vaccine refusal is identified in eligible officer's record, you will notify the board administrative support staff.

(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 People's Republic of China continues to seek economic and military dominance, it will

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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) **Joint Officer Considerations**

(a) Our ability to operate effectively with the other Services is vital to our war-fighting capability. To foster this ability, a number of officers are assigned to joint duty with the Joint Staff, the other Services, and joint organizations. To ensure our ability to conduct joint operations, the Navy is firmly committed to placing as many officers as possible in joint duty assignment billets.

(b) Success in these assignments should be given special consideration, and the statutory joint promotion objectives, delineated in enclosure (4), represent critical requirements that warrant particular consideration when determining which officers are best qualified for promotion. However, these statutory joint promotion objectives do not alter the best and fully qualified selection standard. As such, members shall only select eligible officers who are best and fully qualified for promotion, even if doing so will result in a failure to meet the statutory joint promotion objectives.

(7) **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, Engineering Duty Officer, and Medical Service Corps 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

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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, recruiting, and command tours - specifically, either operational and/or reserve management command tours. (Note: in addition to reserve centers, recruiting commands, readiness commands, and operational units such as reserve aviation squadrons, Maritime Expeditionary Security Squadrons (MSRONs), 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, operational department head tours and operational aviation,

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special warfare and afloat command tours) and reserve management milestone tours (e.g., Navy Reserve Center (NRC) and Navy and/or Reserve Talent Acquisition Group (RTAG/NTAG) commanding officer, Navy Reserve major staff assignments). 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 varied 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 Financial Management (FM) expertise are required 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) **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 Guidance**

a. 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), sexual orientation, or national origin. The Navy demands 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

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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), sexual orientation, and national origin are given fair and equitable consideration.

b. Your evaluation of all officers must be fair and equitable. You should evaluate each officer's potential to assume the responsibilities of the next higher grade, with the overriding factor being performance of assigned duties.

c. 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), sexual orientation, national origin, and volunteer service;

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

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

d. The Navy has assigned some officers outside of traditional career development patterns, including assignments to institutional instructor and recruiting 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 previously. Such assignment practices should not prejudice the selection of these men and women for promotion. 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.

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e. 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), 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 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 (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 #1 EP FITREP in a competitive summary group as a department head of an Operational Aviation Squadron, Squadron Augmentation Unit, or Navy Reserve Readiness Unit. 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 in-residence graduate education, a tour in Financial Management, Operations Analysis, and/or officers who have completed an IA/GSA.

c. Surface Warfare (TAR) merit reorder slides guide the following discussion: Surface Warfare is a large and competitive community. Those officers screened for executive officer/commanding officer afloat fleet-up billets with stand-

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out performance as a department head afloat (consistent MP/EP breakouts throughout department head tours) and/or breakout performance in Early Command Afloat (EP hard break, #1 or #2 soft break) should receive first priority for merit reordering. Additional consideration should be given to officers with post-department head stand-out performance in NRC Command, and/or stand-out performance in significant reserve management (OPNAV, BUPERS, OCNR, CNRFC, NPC, SURFLANT/SURFPAC RPD) and/or requirements or financial management tours (e.g., OCNR N0958, N0959, OPNAV N80, N81, N82, N96, N95, N4). Additional consideration should also be given to officers with a master's degree and JPME Phase I complete.

(1) Surface Warfare (SELRES) merit reorder slides guide the following discussion: Surface Warfare is a large and competitive community. Those officers with breakout performance in an active-duty command tour or an APPLY Board selected reserve unit command tour (EP hard break, #1 or #2 soft break) should receive first priority for merit reordering. Additional consideration should be given to officers with stand-out performance as a department head afloat (consistent MP/EP breakouts throughout department head tours) and/or as a reserve unit executive officer or department head and/or in forward deployed mobilization assignments. Additional consideration should also be given to officers with an Advanced Degree and JPME Phase I.

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 commanding officer, or an executive officer and 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 who are serving or served as executive officer and demonstrated sustained superior performance across all assignments through executive officer should receive first priority for merit reorder. Additional consideration should be given to TAR officers who demonstrate superior performance on a Flag or Joint staff and have completed both In-residence Graduate Education and JPME Phase I.

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(1) Reserve Component SELRES Officers should be given favorable consideration if they have demonstrated superior performance and experience in both their NRRU executive officer tour and active-duty service lasting greater than six months filling NSW DEPORD requirements (priorities are NSW, TSOC, and Fleet Integration billets). Additional consideration should be given to SELRES officers who have attained 2D1 or 2N1 qualifications. Master's degree and JPME Phase I should be complete. 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: EOD TAR is a small community, and it is standard for officers to be ranked one of one on Fitness Reports. Priority should be given to officers who are consistently recognized as Early Promote performers regardless of summary group size or operational/reserve management assignment. Additional consideration should be given to officers who earned a competitive FITREP as an executive officer/commanding officer with a 4-month reporting period. Favorable consideration should be given to top performing officers in major staff and Joint Staff assignments (USSOCOM, JTF-SREC, TSOC). Additional consideration should be given to officers who have successfully completed JPME Phase I and Graduate Education Programs.

(1) Reserve Component SELRES Officers should be given favorable consideration if they have been awarded EOD executive officer (AQD KG6) and/or have completed an EXU-1 exploitation mobilization, or successful executive officer/department head tour (EXU, NECC, NSW, NAVWAR). 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. Additional consideration should be given to officers who have successfully completed JPME Phase I or an advanced degree.

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

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positions. Successful HR officers demonstrate sustained superior performance in all assignments and with increasing responsibilities across three billet types: command, leadership, and milestone tours.

(1) The HR 1205 community now includes Fleet N1/J1 manpower and requirements billets as milestone as these are critical warfighter enablement capabilities.

(2) Additionally, successful 1205 HR officers will distinguish themselves through service within the 1205 community in roles including mentorship, Executive Steering Committee (ESC) involvement, HR regional positions, and Direct Commission Officer Interviewer or board support. Such service is valued for both promotion and merit reorder consideration at all paygrades.

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

c. Prior to the rank of commander, the following are valued achievements for 1205 officers (in priority order):

(1) Successful leadership tours and/or periods of active-duty such as mobilization, ADOS, or recall in N1 enterprises throughout the fleet.

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

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

(4) Certification including PHR, SPHR, GPHR, CPT, CPLP, CDFM, CDFM-A, CISSP or GSLC.

d. Officers who have earned a master's degree, particularly HR-focused graduate education (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.

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e. 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.

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 1207 (HR TAR) significant core competency area (CCA) depth with CCA breadth in reserve management billets indicate potential to succeed at the level of commander.
Note: Career Tracks are only applicable to AC 1200 HR officers.

h. For merit reorder considerations (SELRES HR), valued achievements prior to commander are as follows:

(1) Recognized top performer across all assignments, especially lieutenant commander HR command/milestone or during periods of active-duty such as mobilization, ADOS, or recall in N1 enterprises throughout the fleet.

(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 (2N1 AQD).

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

(5) JPME Phase I completed.

i. For merit reorder considerations (TAR HR), valued achievements prior to commander:

(1) Recognized top performer across all assignments, especially NRC commanding officer, Milestone and Major Reserve Staff, RPD, and officer-in-charge tours.

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(2) Subspecialty experience, with at least one proven subspecialty (Q/R suffix): (311X, 3130, 3150, 321X, 620X, 6511).

(3) 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).

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

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

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

a. Officers with sustained superior performance and leadership at the department head/executive officer/officer-in-charge level should be given favorable consideration. Proven experience across critical competency skills and mastery of PQS/ITP qualifications should be secondary considerations.

b. SELRES officers often have multiple technical masters' and even doctoral degrees at the O-4 level, in line with their civilian role requirements. However, leadership in delivering warfighting readiness, mission execution and technical competency should be given favorable consideration.

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 as a top performer in two separate acquisition tours, mobilization or ADOS in support of the Naval Aviation Enterprise, and/or DAWIA Level II in Engineering or ETM

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Practitioner; officers should excel in billets of increasing complexity, responsibility, and scope.

c. Engineering (1515) officers under consideration for promotion to commander should demonstrate superior performance as an executive officer of a NAVAIR O-5 Command or department head of a NAVAIR O-6 Command, 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.

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 officer-in-charge, 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 flag and general officers is the pinnacle of a PAO's career. As such, sustained superior performance in varied billets, particularly direct senior leader support on operational staffs, community leadership, Washington, D.C. headquarters, and joint staffs indicate strong potential for

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future success. Keep in mind an officer's career track may not include all desired career markers due to the Reserve slating process, which influences an officer's billet assignment process, but does not allow for detailing an officer into a billet. Senior reserve PAOs must demonstrate excellent management and administrative skills to ensure RC officers and Sailors under their charge are mobilization and warfighting ready for short-fused contingency, high-visibility priority or 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. PAOs fully qualified for commander should have:

(1) Successfully completed and have demonstrated superior performance in a public affairs SELRES unit as executive officer, assistant officer-in-charge, or senior 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. Due to the variance in length of service and values associated with each accession method, deeper consideration must be applied to understanding the overall value of an individual's career path of documented sustained superior performance in public affairs, leadership, and operational proficiencies.

(2) Demonstrated experience as a public affairs SME or senior advisor during fleet operations and/or fleet exercises should be given favorable consideration.

(3) Experience providing operational-level counsel to Flag and General officers.

(4) Additional consideration should be given to officers with progress towards qualifications in Maritime Operations (MOC), Operational Level of War (OLW), Operations in the Information Environment (OIE).

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(5) The Navy Reserve Augment Unit commanding officer/officer-in-charge qualification, (2N1 AQD) is required for command leadership billet assignments. Officers who have this qualification should receive favorable consideration.

c. PAOs best qualified for O-5 should have (in priority order):

(1) Superior performance in their assigned duties in operational or fleet tours should be weighted more heavily than earning degrees, accreditations, and certifications.

(2) Completion of the Navy Reserve Unit Management Course (NRUM) within the past five years indicates that the PAO is ready for increased responsibilities as a potential commanding officer/executive officer/officer-in-charge.

(3) Officers who have achieved documented qualifications and/or superior public affairs performance in Maritime Operations (MOC), Operational Level of War (OLW), and/or Operations in the Information Environment (OIE), and/or completion of joint education, and/or a successful tour in a joint billet should receive favorable consideration.

(4) Demonstrated superior performance, particularly in a public affairs leadership role, during an individual augmentee assignment, combat and/or contingency operation should be given favorable consideration, with extra weight placed on successful OCONUS deployments or mobilizations.

d. Values for Merit Reorder (in order of priority):

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

(2) Sustained superior performance throughout their time in grade, with particular scrutiny of their performance in leadership positions.

12. Strategic Sealift Officer (SSO) Community Considerations

a. The SSO Force (SSOF) provides qualified Navy Reserve Officers with civilian credentials and military training to support the activation, operation, and sustainment of the United

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States organic Strategic Sealift Fleet and in support to Maritime Domain Operations, and the Maritime Industrial Base throughout the continuum of conflict.

b. Unique to the SSOF:

(1) Promotes both IRR (~90%) and SELRES (~10%) career paths together- two separate but equal tracks.

(2) SSO IRR is the only designator requiring NOB FITREPS for 12-day ADTs.

(3) IRR do not require FITREP continuity. IRR minimum annual participation requirement is 12-day ADT.

(4) SSOF Command and Control (C2) structure is in place to enable IRR mobilization for warfighting readiness, while providing Group Commander and officer in charge leadership level roles.

c. Fully qualified:

(1) Earned warfare qualification listed in the Officer Summary Record (OSR) as: SSO WARFARE.

(2) Have a United States Coast Guard (USCG) Merchant Mariner Credential (MMC) documented as AQDs in the OSR as a special qualification. MMCs approved by the USCG, but not issued, are considered valid with documentation from the USCG.

d. Best qualified:

(1) Maintain proficiency at sea with meaningful underway experience within the last four years and demonstrate sustained superior performance in reserve leadership positions and maritime related active-duty assignments.

(2) 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. MMCs and their corresponding AQD short titles are identified below:

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(a) Commanding officer equivalent: Master (MASTER) or Chief Engineer (STM CHENG, MTR CHENG, GT CHENG); (Most valued level).

(b) Executive officer equivalent: Chief Mate (DO CH MATE) or First Assistant Engineer (STM 1ST ASST, MTR 1ST ASST, GT 1ST ASST).

(c) Department head equivalent: Second Mate (DO SECIMATE) or Second Assistant Engineer (STM 2ND ASST, MTR 2ND ASST, GT 2ND ASST).

(d) Division officer equivalent: Third Mate (DO THRDIMATE) or Third Assistant Engineer (STM 3RD ASST, MTR 3RD ASST, GT 3RD ASST).

e. Favorable consideration:

(1) Demonstrate leadership during challenging mobilization, Active-Duty for Operational Support (ADOS), recall, or extended Active-Duty for Training (ADT) assignments.

(2) Tactical Advisor (TACAD) qualification (AQD TC1) and have served as a TACAD afloat, (AQD TC2/3) on multiple occasions.

(3) Complete advanced or joint military education.

(4) Demonstrate civilian maritime leadership experience/subject matter expertise or are engaged in long-term support of SSOF community management.

(5) SELRES with valid STCW endorsement.

f. Considerations for Merit Reorder: Ideally, candidates for merit reorder should meet all criteria. Values for merit reorder are listed on the merit reorder slide. SSOs who have sustained superior performance that result in tangible improvements to the SSOF that surpass those of their peers are heavily weighted.

g. Lieutenant commanders who have had a successful track record of sustained superior performance and demonstrated expertise in demanding billets and assignments and provided

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valued reserve contributions to Navy mission via operational/mobilization assignments.

(1) IRR lieutenant commanders who are best qualified for promotion to commander have attained or maintained one of the following USCG MMCs: DO CH MATE, DO CH MATE with PILOT/MASTER, MASTER with PILOT endorsement, STM 1ST ASST, MTR 1ST ASST, or GT 1ST ASST/STM CHENG, MTR CHENG, GT CHENG, and consistently execute annual ADT (or have an approved waiver).

(2) SELRES lieutenant commanders who have demonstrated superior performance and leadership tours across a variety of commands such as commanding officer, officer-in-charge, executive officer, chief staff officer and/or department head.

(3) The community values active service aligned to Maritime Operations, Training, Engineering, Maintenance or Operational Planning.

(4) Favorable consideration should be given to lieutenant commanders who acquired the TACAD qualification (AQD TC1) and have served as a TACAD afloat (AQD TC2/3) on multiple occasions and/or Afloat Bridge Resource Management Workshop (ABRMW) (AQD TBW).

(5) The community values lieutenant commanders who consistently have demonstrated leadership in engineering or port operations 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.

(6) Values for Merit Reorder (in order of priority):

(a) IRR with MASTER, MASTER with PILOT endorsement, STM CHENG, MTR CHENG, or GT CHENG USCG MMCs.

(b) SELRES demonstrating superior performance in their assigned duties while serving as commanding officer or officer-in-charge.

(c) Experienced qualified TACAD (AQD TC1) who served as afloat TACAD (AQD TC2/3) on multiple missions.

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(d) Superior performance in their assigned duties in operational, fleet or staff tours should be weighted more heavily than earning degrees, accreditations, and certifications.

(e) Significant community leadership in the SSOF C2 Structure as officer-in-charge or in the SSOF Instructor Cadre as SSO Assistant Course Director or Course Director as O-4 should be given favorable consideration. These leadership roles are key for SSO outreach and warfighter readiness.

(f) Completed post-graduate degree.

13. **Foreign Area Officer (FAO) Community Considerations**

a. FAOs are the Navy's globally embedded, persistently forward, strategic operators. Career progression produces officers who deliver assured global access and posture, interoperability with U.S. partners, and human information advantage for the fleet. Successful FAOs demonstrate sustained superior performance and increasing responsibilities along three billet types: Embassy Security Cooperation Officer; Defense Attaché Service (Senior Defense Official/Defense Attaché (DATT) or Naval Attaché (NATT)); and Strategy, Plans, and Policy (Navy, Joint, or Inter-Agency staffs). The SDO/DATT serves as both the senior attaché and the senior Security Cooperation Officer.

b. Fully qualified FAOs receive the "FAO Q" AQD. This AQD requires: a political-military master's degree or equivalent; documented language proficiency at a level of 2 or higher in two of three modalities (listening, reading, speaking); and no less than six months of in-region experience. FAOs working toward full qualification hold the "FAO T" AQD.

c. Non-observed time for language study, master's-level education, and billet specific training 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: duty in remote, austere, and challenging locations, typically with unstable governments, authoritarian or non-permissive regimes, or significant environmental hazards. Reserve Component FAOs serving on temporary periods of active-

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duty and considered for O-6 selection shall be considered for merit reorder under the same conditions.

e. For promotion to Captain, FM2 (milestone complete) is a key attribute in determining the best qualified officers; but non-milestone officers with sustained superior performance in demanding roles may be best qualified for promotion if they excelled in delivering strategic-to-tactical outcomes at Embassy or fleet billets in areas of conflict or intense friction (e.g., wartime Ukraine or Israel, FIFTH Fleet, SEVENTH Fleet afloat). The bar to promotion for a non-milestone complete officer should be high.

f. Fully qualified officers have completed at least four years of commissioned service on active-duty at any paygrade (O-1 to O-4), which may include prior active service, active-duty operational support (ADOS), Recall, or mobilization orders. Fully qualified officers have completed JPME Phase I, and are progressing towards, but may have not yet attained, the FAO regional qualification AQD. Specifically, fully qualified officers must have completed at least two of the three following criteria with evidence of progress in the remaining areas:

(1) Attainment of 2/2 language score or greater within the last two years.

(2) Completion of at least 180 days of time in the region of qualification.

(3) Completion of an international relations focused master's degree.

g. The RC FAO community also values (in order):

(1) Completion of the 2N1 AQD and successful performance in a reserve augment unit assignment.

(2) Completion of advanced joint, strategic and operational courses including, but not limited to: "MOPC" AQD, "MSOC" AQD, "STAFF MRITIM" AQD, or "JCWS" Service School.

(3) Fellowship, scholarship, or continued education focused on Pol-Mil, strategy, or integrated multi-domain warfighting planning.

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14. Information Warfare (IW) Line Considerations

a. The IW Line is comprised of officers in the Oceanography (180X), Cryptologic Warfare (181X), Information Professionals (182X), Naval Intelligence (183X), Maritime Space Officer (187X), and Maritime Cyber Warfare Officer (188X) communities. The IW Line was created to more effectively and collaboratively lead and manage the officers who possess extensive skills in information-intensive specialties. The IW Line 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 the fleet and joint force.

b. The Navy needs officers who possess unimpeachable credentials, have deep technical/operational experience in the IW 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 organizations across the broad range of IW missions and functions. Best qualified candidates will be top performers and will have experience leading, planning, synchronizing, aligning, integrating and executing operations across a range of IW disciplines.

c. As of May 31, 2013, all officers in competitive categories that compose the IW Line began receiving rankings within combined IW officer summary groups in block 42 of fitness reports. However, officers in competitive categories that comprise the IW Line compete for promotion within their respective individual officer designator category IAW SECNAVINST 14001B. As such, past summary group ranking may not fully show an officer's ranking relative to individual officer designator peers in their competitive category.

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

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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 equivalent advanced education are highly valued.

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

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

f. 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

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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) Be in or have successfully completed an OCEANO mobilization or active-duty OCEANO operational tour at any rank.

(4) Demonstrated progress toward or completion of an advanced degree.

(5) Completed JPME Phase I.

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

a. Leadership and demonstrated excellence in the CW core mission areas of signals intelligence (SIGINT) and electromagnetic warfare (EMW) 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 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)/188X community, most CW cyberspace planning and 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 FY-26. 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 Navy Information Operations Commands (NIOC) and staffs aligned with NSA/CSS Cryptologic Centers, and CMF. CW officers gain SIGINT and EW expertise in embedded maritime and expeditionary environments,

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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 as a mobilized individual augmentee (service, national, or joint). Experience in SIGINT is denoted by the BI-series AQDs, while EMW experience is reflected through the BL-series AQDs. CW officers gain cyber expertise under the operational control of USCC, 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:

(1) Be assigned to or have completed 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.

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 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 mission area.

(3) Completed an advanced degree (master's or doctorate).

(4) Successfully completed or be in a Cryptology mobilization or active-duty operational tour at any rank.

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(5) Demonstrated Integrated Fires, Targeting, and/or Maritime Operations Center (MOC) expertise.

(6) Completed JPME Phase 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 redesignation, 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 be assigned in or have completed a leadership tour (O-4 IWC unit officer-in-charge, executive officer, program manager, deputy program manager) or equivalent from previous community in the case of O-4 redesignations.

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 commanders will have:

(1) Demonstrated superior performance in APPLY-selected executive officer, officer-in-charge, or program manager assignment.

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

(3) Successfully completed or be in a mobilization or active-duty operational tour at any rank.

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

(5) Completed JPME Phase I.

19. Intelligence (Intel) Community Considerations

a. Leadership, warfighting competence, and sustained superior performance are the hallmarks of a successful Naval Intelligence Officer. Senior Intel officers must possess a well-rounded career that demonstrates proven leadership in operationally-challenging environments, Navy and joint operational warfighting proficiency and expertise in conducting all-source operational intelligence (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). All officers should demonstrate progress toward completion of advanced education.

b. Reserve intel competencies that contribute to Navy and joint warfighting advantage include: OPINTEL, HUMINT (e.g., attaché, debriefing), SIGINT/Cyber, Technical Intel (e.g., foreign materiel exploitation), NSW Intel, Collection Management, Space, Targeting, and Expertise on Adversaries (particularly PRC). Proficiency may be gained through unit tours, schools, mobilizations, and orders.

c. The Intel community gains a significant number of officers through lateral transfer or redesignation, 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 redesignation into the Intel community. All are equally valuable and board members are encouraged to examine an officer's entire record to assess career potential, leadership, and warfighting ability.

d. Fully qualified reserve Intel commanders will be in or have completed an O-4 leadership billet as an APPLY-selected executive officer/officer-in-charge, unit Department Head, Reserve Naval Intelligence Officer Basic Course (RNIOBC) instructor, or REDCEN/Echelon IV staff position.

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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 Intel commanders will have:

(1) Successful performance in more than one O-4 leadership billet: as an APPLY-selected executive officer/officer-in-charge, unit Department Head, Reserve Naval Intelligence Officer Basic Course (RNIOBC) instructor, or REDCEN/Echelon IV staff position.

(2) Been in or successfully completed an Intel mobilization or active-duty operational tour at any rank.

(3) Demonstrated advanced proficiency across more than one Intel competency.

(4) Demonstrate mission impact in a strategically critical area.

(5) Completed JPME Phase I.

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

a. The CWE community is built around highly trained and specialized leaders that are focused in the areas of cyberspace capability development and operations, disruptive technologies, and vulnerability research. CWEs are high-demand, low density subject matter experts sharpened via assignments across U.S. TENTH Fleet/FLTCYBERCOM domain and support various National and Joint commands. CWEs' unique skill sets, and experience complements other IWL communities with direct engineering of cyber capabilities and weapons in near-real time.

b. Based on COMNAVIFOR guidance, the CWE community does not complete traditional Junior Officer leadership experiences (division officer, department head) and command-level collateral duties, but focus on leadership of complex technical development and operational integration projects that increase in leadership, scope, and complexity as the CWE advances in rank.

c. The CWE community conducts a limited number of lateral transfers in paygrades through O-5. These transferring officers may not have all of the hands-on development experience expected

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of a CWE requiring repeat tours at commands that focus on cyber capability development. Superior performance in the officer's previous designator should be taken into consideration when evaluating these officers' promotion potential.

d. Fully qualified CWE commanders will:

(1) Have demonstrated sustained superior performance.

(2) Have demonstrated strong performance in O-4 cyberspace capability development tour, demonstrating proficiency in leading cyber warfare engineers and other cyberspace designators (e.g., lead for a cyber-warfare development project or capability, lead of a reverse engineering or vulnerability research cell, technical director of a task group).

(3) Have one (1) USCYBERCOM Senior-level Developer qualification or documented equivalent expertise in cyberspace capability development.

(4) Be qualified as an IW Officer (IWO) under the IWO 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 CWE commanders will have:

(1) Documented continuous learning to promote a deep technical understanding in CWE-related fields (e.g., computer engineering, cyber operations, computer science, or electrical engineering).

(2) Completed an advanced degree (master's or doctorate) in a technical CWE-related field (e.g., cyber operations, computer science, computer engineering, or electrical engineering).

(3) Two USCYBERCOM Capability Developer qualifications at the Senior level, a USCYBERCOM Master-level Developer qualification, or equivalent documented expertise in multiple aspects of cyberspace operations and capability development supporting cyber warfare mission areas.

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(4) Documented expertise in multiple aspects of cyberspace operations including a record of varied tours in at least two (2) of the following three (3) categories: Navy, Joint, or national tours.

20. Maritime Space Officer (MSO) Community Considerations

a. Leadership and demonstrated excellence in the space domain is the cornerstone of success for MSOs. Future leaders of the MSO community must have a documented record of outstanding performance in sea and shore tours with emphasis on technical expertise and operational experience in the space domain, integrating Naval, joint and national space capabilities into maritime operations, or supporting fleet and joint commanders. MSOs should be well versed in technical capabilities, authorities for using space capabilities, adversary space capabilities, and Joint and Naval warfighting doctrine and operational concepts.

b. The MSO community has very limited commanding officer and executive officer opportunities for its officers. While experience in these positions is highly valued, officers who have not completed a commanding officer or executive officer tour should not be viewed negatively due to insufficient opportunities within the MSO community.

c. The MSO community gains a significant number of officers through lateral transfer or redesignation, typically at the O-3 to O-6 level. Some officers will have a mix of assignments in both the MSO community and another Navy community (e.g., another IW community or URL community) prior to redesignation into the MSO 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.

d. Fully qualified MSO commanders will:

(1) Have successfully completed or be currently performing in an O-4 Reserve MSO Billet, or an equivalent position from active-duty, mobilization, or long-term orders.

(2) Be warfare qualified in any warfare area.

e. Best 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 MSO commanders will have:

(1) Demonstrated superior leadership and performance in an O-4 leadership tour (department head/officer-in-charge/operations officer/mobilization).

(2) Demonstrated progress toward an advanced degree in a technical or national security-related field of study.

(3) Documented expertise in space (Space series AQD).

(4) Demonstrated superior leadership and performance as an O-5 executive officer or MOC Space Cell officer-in-charge.

(5) Completed JPME Phase I.

21. Maritime Cyber Warfare Officer (MCWO) Community Considerations

a. Leadership, sustained superior performance, and technical expertise in Cyberspace Operations (CO) are the hallmarks of a successful naval MCWO officer. Within the MCWO core mission of CO, leadership and demonstrated excellence span both Offensive Cyberspace Operations (OCO) and Defensive Cyberspace Operations (DCO), as well as CO planning, with the objective of generating decisive advantage for Navy and joint force through the monitoring, collection, analysis, and exploitation of cyberspace systems, threats, and vulnerabilities; as well as, the exquisite integration of CO with Navy, Joint and Allied maritime operations. The MCWO community values officers who are able to think critically and leverage their operational acumen and warfighting intuition to inform commanders' decisions, integrate effects across warfare domains, and actively contribute to a culture of warfighting excellence.

b. MCWO officers gain operational expertise and develop technical acumen in assignments under the operational control of U.S. Cyber Command (USCYBERCOM), U.S. Fleet Cyber Command (FLTCYBERCOM), NSA, and various joint force units (Joint Forces Headquarters/Geographic Combatant Commands). While executing these assignments, MCWOs integrate with fleet and joint forces at the tactical and operational levels as applicable to plan and

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execute CO worldwide. While breadth of experience between OCO and DCO, varied geographic mission areas, or differing adversary threats is valuable, development of deep expertise in specific technical capabilities, geographic mission areas, or adversaries is equally valuable. As a result, officers with multiple assignments to the same unit or aligned to the same geographic mission area or adversary shall not be viewed negatively. Cyber experience may be documented via the BO-series AQDs and the inclusion of advanced cyber industry certifications such as Certified Ethical Hacker (CEH), Offensive Security Certified Professional (OSCP), and Security Plus (SEC+).

c. The MCWO community has very limited commanding officer and executive officer opportunities for its officers. While experience in these positions is highly valued, officers who have not completed a commanding officer or executive officer tour should not be viewed negatively due to insufficient opportunities within the MCWO community.

d. The MCWO community gains a significant number of officers through lateral transfer or redesignation, typically at O-4 and below. Some officers will have a mix of assignments in both the MCWO community and another Navy community (e.g., another IW community or URL community) prior to redesignation into the MCWO 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.

e. Fully qualified reserve MCWO commanders will:

(1) Successfully completed or be currently performing in an O-4 Reserve MCWO Billet, or an equivalent position from active-duty, mobilization, or long-term orders.

f. 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 MCWO commanders will:

(1) Have demonstrated superior leadership and performance in an O-4 leadership tour (executive officer/officer-in-charge/operations officer/mobilization).

(2) Have completed an advanced degree (master's or doctorate) in a cyber-related field.

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(3) Have attained multiple advanced cyber industry certifications.

(4) Have completed JPME Phase I.

22. **Reserve Limited Duty Officer (LDO) Considerations.**

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.

23. **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 one, in which case the number that may be placed higher on the promotion list is one. The boards may determine that no officers should be placed higher on the promotion list than their lineal number would place them.

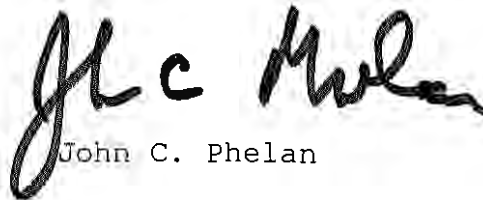
c. Officers of particular merit are those officers whose records contain documented performance consistently superior to the performance of other officers recommended for promotion by these boards.

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

e. If the 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.

24. The Official Navy Record Markup Program (ONRMP) will be utilized to "pre-markup" records with fitness report trend lines, individual trait averages above reporting senior cumulative average, rank changes, and tour lines. The board member assigned is responsible to ensure ONRMP's accuracy during record review.

A handwritten signature in black ink, appearing to read "John C. Phelan". The signature is written in a cursive, somewhat stylized font.

John C. Phelan

Statutory and Regulatory Promotion Objectives

PROMOTION SELECTION BOARDS

(These objectives DO NOT alter the best and fully qualified selection standard discussed in the convening order.)

1. Statutory Joint Objectives. For officers assigned to joint duty within the best and fully qualified standard, the board shall strive to ensure that the following statutory promotion objectives are achieved:

a. Officers who are serving, or have served, on the Joint Staff (JS) are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for officers in the same grade and competitive category who are serving on, or have served on, Navy Headquarters staff; and

JS Rate \geq HQ Rate of Selection

b. Officers in the grades of lieutenant commander or above who have been designated as a Joint Qualified Officer (JQO) are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for all officers in the same grade and competitive category.

JQO Rate \geq Overall Selection Rate for Category

2. Statutory Acquisition Workforce Objective. In accordance with 10 U.S.C. § 1731, Acquisition Workforce (AW) officers are expected, as a group, to be promoted at a rate not less than the rate for all line (or the equivalent) officers (both in-zone and below-zone) in the same grade.

AW Rate \geq All Line (or Equivalent) Rate (IZ & BZ)

3. Regulatory Objective. Although not contained in statute, the Secretary of Defense has established an additional promotion objective as a matter of policy. Officers who are serving, or have served since their last promotion board, on the staff of the Secretary of Defense are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for all officers in the same grade and competitive category who are serving, or who have served since their last promotion board, on the Navy Headquarters staff.

OSD Rate \geq HQ Rate of Selection

4. Prior to adjournment, the board must review the extent to which the statutory and regulatory promotion objectives have been met.