Public Affairs Officer
Career Progression

“Developing and Delivering Strategic Counselors of Choice”
Objectives

- Accelerate the professional growth, experience and effectiveness of Navy PAOs

- Develop diversely-experienced officers who are valued and trusted at all paygrades
  - Imbue officers with a sense of responsibility for the strategic Navy narrative
  - Consistent, high quality performance

- Improve officer competencies across career progression
  - Establish baselines, standards and assessable goals for community professional growth
  - Adopt proven processes that are successful in other officer communities

- Refine the PAO community career development path
  - Prioritize at-sea, staff, and D.C. assignments in first six years
  - Enforce benchmarks for promotion in the Navy PAO community
  - Achieve consistent professional PA capability at every level
  - Build, reward PAOs who align efforts to strategic narratives in competition and crisis
What we are expected to be

☐ Naval Officers
  - Leaders, teammates, planners, program managers, mentors, ethical role models, proactive initiative takers, critical thinkers, operationally savvy, politically aware

☐ Staff Officers = "leading with impact through effective coordination, clear communication, and an understanding of the commander and their mission"

☐ PAO = Information Fight Leaders, Enterprise Leaders, Strategic Counselors
  - Advise/Counsel senior leaders and staff
  - Communication synchronization within staffs, with subordinate commands and with higher headquarters
  - Communication planning and PAG development
  - Command Environmental Scanning and Stakeholder Management
  - Spokespeople & press operations
  - Digital/social media communication
  - Content creation
  - Community & public outreach, including speechwriting
  - Communication analysis
  - Visual information manager
Community Career Development & Mgmt

Baseline: DOD Military Communicator Competency Model

Methods

- PAO PQS Qualification
- O4 Milestone Screening Board
- Designated O4 & O5 Milestone Billets
- Command Qualification
- Talent Management for GradEd
- Community/Joint/Specialty Schools
- JPME I & II
- Additional Qualification Designation (AQDs)
  - PAO Qualified
  - Initial PAO Tour Complete
  - O4 and O5 Milestone Complete
  - Screened for War College
  - Accreditation/Certification
    - APR or APR+M
    - CMP or SCMP

Tools

Initial Education
- DINFOS – PACS-Q

Assignments, Fellowships
- Provide experience, perspective & growth

Graduate Education
- Civilian Education (Communication Focused)
- Naval War College, National War College

Subspecialties
- 4400S – one experience tour
- 4400R – multiple experience tours
- 4400P – master’s degree
- 4400Q – master’s w/experience

Goals

PAO PQS
- 100% completion w/in 18 months

Graduate Education
- Complete prior to O4 Milestone tour

Joint Qualification
- Held by 70% O5 and above

Accreditation & Certification
- Held by 65% O4 and above
What Counts for Promotion

READ THE MOST RECENT CONVENING ORDERS AND PRECEPTS

- **Sustained Superior Performance**
  - Diversity of assignments with progressive responsibility
  - Trend upward, to above reporting senior’s average on FITREPs
  - Breakouts across designator and/or across the command

- **Continued Professional Development**
  - Master’s Degree
  - Accreditation/Certification
  - JQO, JPME I, II

- **Leadership, experiences and skills**
Public Affairs Officer
Career Progression

Career Path

- Source Community Training Pipeline / Warfare Qualification
- Initial Tour / Sea Duty
- Sea / Staff Duty
- Independent Tour / Staff Duty
- LCDR Dept. Head Afloat / Sea Major Staff / Joint Tours / AOIC
- CDR Major Staff / # Fit / Joint Wash DC Leadership Tours
- CAPT Major Staff / Command Leadership Tours

Typical Billets

- NPASE AO / CVN DIVO
- Fleet AO / CHINFO AO / NPASE AO / Ind. Duty PAO for Major Commander
- O4 Milestone: 7M1 AQD
- O5 Milestone: 7M2 AQD
- TYCOM Joint/CHINFO
- Joint/Major Staff NPASE OIC
- USFF / CPF / NAVEUR / Deputy CHINFO / CNIC / CNP / Joint / NPASE CO

Professional Development

- DINFOS PAQC
- IDPAO PQS 71Q AQD
- Grad Education / JPME I / Accreditation or Certification
- War College / JPME II JQO / Executive Learning
- O4 Milestone Administrative Screening Board
  *FY19-FY23: 59% (average) screened per board
Public Affairs Officer
Community Values

- Career progression produces senior PAOs with communication expertise demonstrated by strategy development, tactical execution, enterprise leadership, and providing astute counsel. Sustained superior performance in diverse jobs balancing operational and joint staffs, direct senior leader support, Wash DC HQ billets, and PAO leadership.

- Valued achievements prior to LIEUTENANT COMMANDER
  - Required to qualify as Independent Duty PAO, awarded 7IQ AQD
  - Sustained superior performance directly supporting senior leaders (CAPT/Flag) and implementing public affairs in operational/high visibility environment
  - Sustained superior performance as deputies or action officer for senior PAOs (CAPT/CDR)
  - Graduate Education/progress toward completing graduate education highly desired
  - JPME I highly desired
  - Certifications and Accreditations: APR/APR+M/CMP/SCMP (all valued equally) are highly desired

- Valued achievements prior to COMMANDER
  - Successfully completed and demonstrated superior performance in O4 milestone tour, awarded 7M1 AQD
  - Sustained superior performance in operational, major staff, and independent duty assignments of increased scope in public affairs responsibility at shore and sea billets.
  - Experience providing operational-level counsel to one and/or two-star Flag/General officers
  - JPME I
  - Completion of graduate education with particular focus in communication (4400P) highly desired
  - Certifications and Accreditations: APR/APR+M/CMP/SCMP (all valued equally) are highly desired
  - Completion of/progress towards becoming a Joint Qualified Officer is highly desired

- Valued achievements prior to CAPTAIN
  - Successfully completed and demonstrated superior performance in O5 milestone tour, awarded 7M2 AQD
  - Sustained superior performance providing strategic-level counsel to two and three star Flag/General officers on a Major Staff
  - Completion of graduate education with particular focus in communication (4400P)
  - A successful track record of translating CMDR’s vision and intent into public communication strategies and plans; leading, advising, and aligning enterprise public affairs personnel and programs; and, integrating public communication efforts across multiple and diverse organizations to include the U.S. interagency and/or foreign militaries in order to achieve strategic and operational goals.
  - Certifications and Accreditations: APR/APR+M/CMP/SCMP (all valued equally) are highly desired
  - Completion of/progress towards becoming a Joint Qualified Officer is highly desired
Public Affairs Officer
Merit Reorder Considerations

- All merit reorder values are listed in prioritized order for each rank.
- Valued achievements prior to LIEUTENANT COMMANDER
  - Sustained superior performance as action officer or deputy at TYCOM/Numbered Fleet/CHINFO
  - Sustained superior performance in their PAO operational, sea or staff tours
  - Selection as Junior Public Affairs Officer of the Year
  - JPME I
  - Advanced Certifications and Accreditations: APR+M/SCMP (valued equally)

- Valued achievements prior to COMMANDER
  - Sustained superior performance in grade with specific focus on O4 milestone (7M1 AQD) tour
  - Graduate degree in communications (4400P) and/or Naval War College/service school
  - Advanced Certifications and Accreditations: APR+M/SCMP (valued equally)
  - Documented superior performance in a Washington DC HQ assignment

- Valued achievements prior to CAPTAIN
  - Sustained superior performance in grade with specific focus on O5 milestone (7M2 AQD) tour
  - Documented superior performance as 5th, 6th or 7th Fleet PAO
  - Graduate degree in communications (4400P) and/or Naval War College/service school
  - JQO
  - Advanced Certifications and Accreditations: APR+M/SCMP (valued equally)
Plotting a Course to LCDR
LT ASSIGNMENTS AND DEVELOPMENT: THE CHART TO LCDR

AVERAGE: 5.25 YEARS AS A LT

Entry-Level PAOs will demonstrate key KSAs from the MCCM:

Communication Capability
- Apply laws, regulations, policies and ethics
- Execute communication activities and strategies
- Conduct VI Planning and establish production processes
- Manage VI budget and resources

Strategic Thinking
- Think Critically
- Manage Risk

Research, Planning and Evaluation
- Conduct Research
- Conduct Planning
- Conduct Evaluation

Military Operational Art
- Apply operational foundations
- Coordinate with staff functions

Professional Development: GRAD ED; ADV DINFOS COURSES

70 to 90% promotion opportunity
<table>
<thead>
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<th>OPERATIONAL/FLEET STAFF EXPERIENCE</th>
<th>INDEPENDENT DUTY</th>
<th>MAJOR/TYCOM STAFF EXPERIENCE</th>
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<td>CSS-15/CSPR GUAM</td>
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RED = DESIGNATED INDEPENDENT DUTY BILLETS, ASSIGNMENTS WILL REQUIRE COMPLETION OF PAO PQS AND AQD
Plotting a Course to CDR
LCDR ASSIGNMENTS AND DEVELOPMENT: PLOTTING A COURSE TO CDR

AVERAGE: 6.25 YEARS AS A LCDR

Breakout Performance in a Diversity of Assignments:
- Opportunity exists for 1.5 tours before FIRST look at commander
- One tour should be an O4 milestone

Professional Development: GRAD ED; ACCREDITATION/CERTIFICATION/ADV DINFOS COURSES

Mid-Level PAOs will demonstrate key KSAs from the MCCM:

Communication Capability
- Lead Commander’s Communication Synchronization (CCS)
- Develop media strategy
- Develop a digital media strategy
- Apply laws, regulations, policies and ethics
- Execute communication activities and strategies

Strategic Thinking
- Manage Risk
- Think Critically

Research, Planning and Evaluation
- Conduct Research
- Conduct Planning
- Conduct Evaluation

Military Operational Art
- Apply operational foundations
- Communicate requirements and resources
- Coordinate with staff functions

Professional Development:
- Grad Ed
- JPME
- Adv. DINFOS

Operational Leadership Tour
- NECC
- SURFLANT
- USFF/CPF
- MARCOM
- CNE/CNA
- CNRF
- C2F

Staff Experience
- CHINFO AO
- JOINT AO
- NAVCO AO
- NWC/NPS
- NHHC
- DINFOS

Fleet/TYCOM

Professional Development
- CVN/CSG
- CTF/ESG
- NPASE
- OIC
- JPSE

Grad Ed
- JPME
- Adv. DINFOS

60 to 80% promotion opportunity
# O4 BILLETS

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<th>OPERATIONAL LEADERSHIP TOUR</th>
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# BOLD = DESIGNATED MILESTONE BILLETS
* ITALIC = Designated Post- O4 Milestone billet. 7M1AQD is prerequisite.

JOINT-CODED BILLETS
Plotting a Course to CAPT
CDR ASSIGNMENTS AND DEVELOPMENT: THE CHART TO CAPT

Primary advisor to 3/4 star

Operational Leadership

TYCOM/Staff Leadership

Professional Development

Grad Ed Adv. DINFOS

CNO
AIRFOR
SURFOR
SUBFOR
NAVIFOR
USNA

C2F
C3F
C4F
C5F
C6F
C7F
C10F

AVERAGE: 6.33 YEARS AS A CDR

40 to 60% promotion opportunity

BREAKOUT PERFORMANCE IN A DIVERSITY OF ASSIGNMENTS
- One tour should be an O5 milestone

Senior-Level PAOs will demonstrate key KSAs from the MCCM:
Communication Capability
- Lead Commander’s Communication Synchronization (CCS)
- Apply laws, regulations, policies and ethics
- Determine methods to execute communication objectives and/or strategies

Strategic Thinking
- Think Critically

Research, Planning and Evaluation
- Conduct Research
- Conduct Evaluation

Military Operational Art
- Apply operational foundations
- Communicate requirements and resources
- Coordinate with other staff functions

Professional Development: GRAD ED; ACCREDITATION/CERTIFICATION; ADV DINFOS COURSES

U.S. Navy
Office of Information
(CHINFO)
## O5 BILLETS

### OPERATIONAL LEADERSHIP EXPERIENCE

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<th>OPERATIONAL LEADERSHIP EXPERIENCE</th>
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### JOINT-CODED BILLETS

# BOLD = DESIGNATED MILESTONE BILLETS
*ITALIC = Designated Post-O4 Milestone billet. 7M1 AQD is prerequisite.
# O6 BILLETS/OPPORTUNITIES*

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<th>STAFF, TYCOM &amp; ENTERPRISE LEADERSHIP</th>
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*Joint-Coded Billets

*Navy O6 PAOs can compete for nominative, joint PAO Billets. Other service O6 PAOs can also compete.