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

JUL 0 6

From: Assistant Secretary of the Navy (Manpower and Reserve Affairs)
To: Presidents, FY-21 Active-Duty Navy Lieutenant Commander Line Promotion Selection Boards

Subj: ORDER CONVENING THE FY-21 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE ACTIVE-DUTY LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF LIEUTENANT COMMANDER

Ref: (a) FY-21 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

1. **Date and Location**

a. The promotion selection boards, consisting of you as presidents, the officers listed in enclosure (1) as members, the officers listed in enclosure (2) as recorders and assistant recorders, and the personnel listed in enclosure (3) as administrative support staff, are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, July 13, 2020, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-21 Active-Duty Navy and Reserve Officer and Chief Warrant Officer Promotion Selection Board Precept, reference (a), and the Statutory and Regulatory Promotion Objectives, enclosure (4), with records and names of all eligible officers determined as of May 18, 2020.

2. **Promotion Board Authorized Selections.** The total number of officers who may be recommended in each competitive category shall be the number that most closely approximates the percentage set forth below of in-zone eligible officers determined as of the original convening date of May 18, 2020, as approved in the FY-21 Active-Duty Navy Officer Promotion Plan and promulgated in NAVADMIN 286/19. The Chief of Naval Personnel shall determine the number of in-zone eligible officers as of May 18, 2020, calculate the number that may be

recommended for promotion under the percentages set forth in the FY-21 Active-Duty Navy Officer Promotion Plan, and furnish the number to the boards. If the computation results in a fraction of a number of 0.5 or greater, that fraction is rounded up to 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.

COMPETITIVE CATEGORY	PERCENT TO SELECT
Unrestricted Line Officer	90
Special Duty Officer (Human Resources)	94
Engineering Duty Officer	95
Aerospace Engineering Duty Officer (Engineering)	95
Aerospace Engineering Duty Officer (Maintenance)	95
Special Duty Officer (Public Affairs)	90
Special Duty Officer (Foreign Area)	98
Special Duty Officer (Oceanography)	86
Special Duty Officer (Cryptologic Warfare)	99
Special Duty Officer (Information Professional)	99
Special Duty Officer (Intelligence)	90
Special Duty Officer (Cyber Warfare Engineer)	100
Limited Duty Officer (Surface)	95
Limited Duty Officer (Submarine/Nuclear)	80
Limited Duty Officer (Aviation)	80
Limited Duty Officer (General Line)	80

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

4. **Consideration of Active-Duty Officers "Below the Zone."** The board shall identify exceptional officers from below the zone and consider selecting them for promotion to the grade of lieutenant commander. The board must ensure that these exceptional below-zone candidates are fully considered for promotion if they meet the best and fully qualified standard. A

number not to exceed 10 percent of the total selections authorized for each grade and competitive category may be selected from below-zone unless the number calculated is less than 1, in which case the number that may be selected from below-zone is 1.

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.

(1) Officers fully qualified for promotion demonstrate an appropriate level of leadership, professional skills, integrity, management acumen, grounding in business practices, and resourcefulness in difficult and challenging assignments. Their personal and professional attributes include adaptability, intelligent risk-taking, critical thinking, innovation, adherence to Navy and Department of Defense (DoD) ethical standards, physical fitness, and loyalty to the Navy core values.

(2) The Navy is composed of men and women representing dozens of different ethnic groups and hundreds of cultural heritages. Fully qualified officers must be capable of leading personnel from widely varying backgrounds and mentoring a diverse workforce while executing the Navy's strategic diversity initiatives. The Navy's ability to meet this leadership challenge depends, in part, on having leaders who reflect our very best, including performance, professional experience, and education.

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

and voting. Additionally, members will use the considerations below to guide their determination of the best qualified officers.

c. **Skill Requirements**. The Navy must focus on the skills mandated by current needs and on developing the professional competencies required in our future leadership. The Navy and Joint Force leadership need to comprise a diverse blend of male and female officers who have excelled in both traditional and specialized career paths. Give due consideration to 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 (11X0/13X0)

1. Financial Resource Management (FM)
2. Joint Experience
3. Acquisition Corps
4. Requirements Management
5. Operational Analysis (OA)
6. Navy Operational Planner
7. Education and Training
8. Naval Strategist Subspecialty
9. Expeditionary Warfare and Confronting Irregular Challenges
10. Integrated Air and Missile Defense (IAMD)
11. Mine Warfare
12. Naval Special Warfare (NSW) Experience
13. Cyber Operations and Planning
14. Shore Installation Management (SIM)
15. Nuclear Weapons Technical Expertise
16. Human Intelligence (HUMINT)
17. Targeting
18. Attaché Duty
19. Language, Regional Expertise, and Cultural (LREC) Experience
20. Recruiting Leadership
21. Space Cadre
22. Astronaut Consideration

Human Resources (1200)

1. Operational Analysis (OA)

Engineering Duty (14X0)

1. Nuclear Weapons Technical Expertise

Aerospace Engineering Duty (Engineering) (1510)

1. N/A

Aerospace Engineering Duty (Maintenance) (1520)

1. N/A

Public Affairs (1650)

1. N/A

Foreign Area (17X0)

1. Language, Regional Expertise, and Cultural (LREC) Experience
2. Attaché Duty
3. Expeditionary Warfare and Confronting Irregular Challenges
4. Joint Experience

Oceanography (1800)

1. N/A

Cryptologic Warfare (1810)

1. Space Cadre

Information Professional (1820)

1. N/A

Intelligence (1830)

1. N/A

Cyber Warfare Engineer (1840)

1. N/A

Limited Duty Officer (Surface) (61X0)

1. N/A

Limited Duty Officer (Submarine/Nuclear) (62X0)

1. Nuclear-Trained LDOs
2. Nuclear Weapons Technical Expertise

Limited Duty Officer (Aviation) (63X0)

1. N/A

Limited Duty Officer (General) (64X0)

1. N/A

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

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

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

be rated by a reporting senior unfamiliar with the officer's specialty and the Navy fitness report system.

(b) 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.

(2) **Education and Professional Development.** The board shall give favorable consideration to those officers with relevant graduate education, experience in specialized areas, and Navy Professional Military Education and Joint Professional Military Education (JPME). In May 2018, the Unrestricted Line (URL) instituted a board selection process for in-residence graduate education programs. That board selection process ensures that URL officers with superior performance records are afforded the opportunity for in-residence graduate education. Cultivation of our best and brightest officers through in-residence learning enhances critical thinking skills with a direct correlation to enhanced warfighting expertise. Beginning with officers in year group 2015, in-residence graduate education will be required prior to assuming major command. In determining officers who are best and fully qualified for promotion, the board should give favorable consideration to officers who have obtained relevant graduate degrees while in-residence.

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

(b) The Navy values competitive scholarships and fellowships, examples of which include: Olmsted Scholar, Marshall Scholar, Rhodes Scholar, White House Fellowship, Secretary of Defense (SECDEF) Corporate Fellowship, Tours with

Industry, Fleet Scholars Education Program, and Federal Executive Fellowships (e.g., politico-military and cyber).

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

(d) The Navy values the importance of Naval Reserve Officers Training Corps (NROTC) and U.S. Naval Academy (USNA) duty 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/USNA assignments.

(3) **Innovation and Efficiency.** A critical goal of the Navy is to encourage -- to demand -- innovation and efficiency to ensure that we retain an adaptive, flexible, and effective naval force able to anticipate events and win across the full spectrum of conflict. In your consideration, recognize that the continued preeminence of the Navy in the future is inextricably linked to its ability to successfully change and to manage for efficiency. Our future depends on male and female leaders who have demonstrated their awareness of this fact. Within the charter of best and fully qualified, seek to select these officers.

(a) In this age of limited resources and fiscal constraints, application of energy resource management and technology is of vital importance. Our institution must create energy solutions that make facilities and installations more energy efficient and encourage superior management of energy resources.

(b) Likewise, we must not restrict or limit the opportunity of any officer to think creatively, develop new ideas, take prudent risks, and maximize capabilities through sound management practices. Bear in mind that, in the context of a changing Navy, officers demonstrating innovative thinking, efficient management skills, prudent risk taking, and effective business practices may reflect a variety of backgrounds.

(4) **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.

(5) **Acquisition Corps Considerations.** Acquisition corps officers possess the qualifications to manage the development, acquisition, and life cycle support of the Navy's current and future platforms and associated systems. The unrestricted line, aerospace engineering duty officers, and engineering duty officer communities all contain acquisition corps officers. In addition, contracting skills are based in the Supply Corps and Civil Engineer Corps. While there are specific needs and backgrounds in each community, there are overarching acquisition skill sets which are valued and found in all of these communities. Officers who possess these skills, regardless of the community to which they belong, are valued and necessary for the health of the acquisition corps, and should be considered in the broad context of the acquisition corps. Examples of these overarching skill sets include technical and operational knowledge of command, control, communications, computers, and intelligence (C4I), combat systems, unmanned systems, systems engineering, enterprise information systems, information technology (IT), and weapons and major weapons systems (e.g., ships and aircraft). In determining the best and fully qualified officers for promotion, you shall give equal

consideration to outstanding performance whether in an acquisition or non-acquisition position.

e. **Demonstration of Core Attributes**. The challenges facing our Navy are growing in scope, scale, and pace. To meet these challenges, the Navy needs male and female leaders who have demonstrated estimable character and are prepared for decentralized operations. You should give careful consideration to officers who demonstrate the four core attributes that guide our decisions and actions: integrity, accountability, initiative, and toughness. Integrity may be demonstrated as an individual or as a team member, by displaying conduct that is upright and honorable, and by working to strengthen the resolve of his or her peers, superiors, and subordinates. Accountability may be demonstrated by achieving and maintaining high standards, honestly assessing progress, and adjusting as required. Officers demonstrate initiative by taking ownership, acting to the limit of their authorities, and looking at new ideas with an open mind. Toughness can mean marshalling all sources of strength and resilience, including rigorous training, encouraging the fighting spirit of our people, and providing steadfast support of our families. Officers who demonstrate these core attributes ensure the U.S. Navy remains the world's finest navy and deserve your careful consideration when selecting officers who are best and fully qualified.

6. **Unrestricted Line (URL) Considerations**. Each URL community has a separate and distinct career path, with milestones that do not necessarily correlate to one another. For example, naval aviation officers do not serve as a department head in the grade of lieutenant, whereas other URL officers normally do. In determining best and fully qualified officers, the board may consider demonstrated superior performance in leadership positions as strong indication of future potential. However, the board should not view the absence of such experience negatively where the typical career path does not include opportunities for equivalent lieutenant leadership positions across all officers of the URL. As always, sustained superior performance in any duties assigned is what provides positive indication of future potential to serve in the next higher grade.

7. **Human Resources (HR) Community Considerations**. In addition to the basic attributes of sustained superior performance in positions of increased responsibility, the below is provided to assist in evaluating candidates:

a. Almost all gains in the HR Community are from URL lateral transfers at the lieutenant level. Most officers will have attained a warfare qualification and completed successful tours in their previous community. Upon redesignation into the HR Community, many officers will be sent directly to Naval Postgraduate School to complete an HR-related master's degree. Some will have not observed fitness reports covering significant periods of time. Education is valued by the HR Community.

b. Officers who have a successful track record of sustained superior performance in their previous community, as an HR officer, and/or in IA/GSA/OCO/APH assignments indicate potential to succeed at the level of lieutenant commander.

c. Officers who have a master's degree, particularly HR-focused (including operations research analysis, manpower systems analysis, financial management, and education and training, indicate potential to grasp complex human capital concepts and provide analytical rigor as a human capital analyst within the HR community.

d. Officers who maintain an industry recognized HR-related certification have demonstrated the ability to understand and apply myriad human capital theories, concepts, and laws/ regulations critical to policy development and execution across the Navy.

8. **Engineering Duty Officer (EDO) Community Considerations**. Doctoral education is a strategic investment in the future. Advanced graduate education is an important element in maintaining a high velocity learning workforce that is resilient, knowledgeable, ready to address rapid technological advancements, and necessary to help the Navy solve problems, plan, lead, respond, adapt, and innovate in increasingly complex environments. As such, EDOs who obtain a technical doctorate degree from a military service college or civilian institution, either in a Navy-funded billet or independently, should be given

favorable consideration.

9. **Aerospace Engineering Duty Officer (AEDO) Community Considerations**. Officers under consideration for promotion to lieutenant commander have been selected for lateral transfer based on their sustained superior fleet performance. Board members should examine an officer's entire record to assess leadership and performance.

10. **Public Affairs Officer (PAO) Community Considerations**

a. PAOs use public communication skills, strategies and tactics to support a commander's objectives. Career progression produces senior PAOs who can lead an organization's public communication enterprise and who demonstrate an awareness of and ability to navigate the information environment to achieve desired communication end states. Successful senior PAOs communicate strategically, demonstrate critical thinking, conduct thorough problem analysis, execute tactically, and provide astute counsel to flag officers and staffs. Providing direct public communication support to three- and four-star flag and general officers, and senior executives, including political appointees, and leadership of public communication efforts across large organizations at Echelons I and II are the pinnacles of a PAO's career. As such, sustained superior performance in diverse billets, particularly direct senior leader support, operational staffs, community leadership, Washington, D.C. headquarters, and joint staffs, indicates strong potential for future success, keeping in mind that an officer's career track may not include all desired career milestones due to the recently enacted career milestone and progression model.

b. URL officer lateral transfer, Probationary Officer Continuation and Redesignation Boards, and Indefinite Reserve recalls are the primary levers for gaining officers into the PAO Community. Upon redesignation into the PAO Community or recall, officers will be sent directly to the PAO Qualification Course at the Defense Information School before their first PAO assignment. Their first assignment is typically at Chief of Information (CHINFO) Headquarters, CHINFO field activities, CVN, or a Navy Public Affairs Support Element, depending upon billet vacancy.

c. PAOs who have a successful track record of sustained superior performance directly supporting senior leaders (O-6 or higher) in articulating and communicating the commander's vision, mission, and objectives; who can create, review, and distribute public affairs content and products; and, who can implement public affairs in an operational or high visibility environment with communication counsel and execution indicate potential to succeed as a lieutenant commander.

d. PAOs who have a successful track record of sustained superior performance in independent duty and staff assignments indicate potential to succeed as a lieutenant commander.

e. Completion of joint education is valuable in the development of senior PAOs. PAOs who have successfully completed JPME Phase I should be given favorable consideration.

f. PAOs who obtain a post-graduate degree from a military service college or civilian institution, either in a Navy-funded billet or independently, should be given favorable consideration.

11. **Foreign Area Officer (FAO) Community Considerations**. FAOs should possess solid fleet and joint operational experience, and demonstrate leadership commensurate with rank in one or more primary critical lines of effort: Security Assistance, Defense Attaché System, and/or major staff (joint, operational, or interagency). FAOs increase U.S. Navy and Joint Force understanding and awareness of human, diplomatic, military, and environmental factors in foreign theaters; develop synchronized U.S. Navy, joint, and interagency plans, policies, and proposals; and, implement operations, actions, and investments in order to advance U.S. Navy and Joint Force objectives in foreign theaters. To perform this mission, FAOs must develop and hone a sharp understanding of international politico-military affairs through operational experience and in-country tours. The scope of FAO responsibilities extends beyond outstanding language proficiency. FAOs should be forward-thinking military planners and strategic effects operators, who deliver tangible results to yield the U.S. Navy a superior global strategic position over great power competitors and key state adversaries in order to ensure maritime superiority and

success in pursuit of national objectives. FAOs establish, maintain, and advance information superiority over adversaries; advance U.S. Navy and Joint Force influence in foreign countries and theaters; advance U.S. Navy and Joint Force access and posture in foreign countries; and, advance partner capability, capacity, interoperability, and will to conduct operations aligned with U.S. interests.

a. The FAO community is organized into five sub-groups representing each of the five geographic combatant commanders: FA-1 CENTCOM, FA-2 INDOPACOM, FA-3 SOUTHCOM, FA-4 EUCOM, and FA-5 AFRICOM. To be fully qualified and receive the FA AQD, all FAOs must: complete a regionally-focused politico-military master's degree or equivalent (as determined by Assistant Secretary of the Navy (Manpower and Reserve Affairs)), a Defense Language Proficiency Test (DLPT) (modalities: listening/reading/speaking level 2/2/2 or higher) in a regionally-focused language, and at least six months of in-region experience. FAOs working toward achieving the FA AQD are assigned an FT AQD until certified complete by the FAO Officer Community Manager.

b. Non-observed time during language study, master's education, and billet-specific training (attaché or Security Assistance) should not be viewed as detrimental to promotion potential due to the substantial time required to achieve these qualifications.

c. Officers best qualified for promotion will demonstrate commitment to improving regional politico-military expertise and foreign language capability by exercising continuous education opportunities and foreign language instruction. FAOs should strive towards a documented DLPT score of 3/3/3 (listening/reading/speaking) in at least one language of their assigned area of responsibility (AOR), with an annual documented minimum DLPT scores of 2/2 (listening/reading) or higher.

d. Officers are laterally transferred into the FAO community based on sustained superior performance in the fleet and demonstrated aptitude to excel as politico-military and linguistic professionals. A majority of lieutenants assessed into the community will not have met all FA AQD requirements due to accession timing. Significant progress toward achievement of

the FA AQD is highly valued as progress toward lieutenant commander promotion. However, officers who lateral transferred into the FAO community within the last year should not be penalized for a lack of progress toward their FA AQD because they often cannot be detailed to begin their FAO training track for up to 12 months following redesignation to FAO.

12. **Information Warfare Community (IWC) Considerations**

a. Comprising officers of the Oceanography (180X), Cryptologic Warfare (181X), Information Professionals (182X), Naval Intelligence (183X), and Cyber Warfare Engineer (184X) communities and the Space Cadre, the IWC was created to more effectively and collaboratively lead and manage the officers who possess extensive skills in information-intensive specialties. The IWC 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, deep technical/operational experience in the IWC domain, are innovative and bold, think creatively and challenge assumptions, and take well-calculated risks to maximize effectiveness. As such, board members should view an officer's performance in leadership assignments as an indicator of his or her ability to lead diverse organizations across the range of IWC missions and functions. Best qualified candidates will be top performers and will have experience leading, planning, and executing operations across a range of Information Warfare (IW) disciplines.

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

d. Space operations and acquisition represent an important IWC skill set whose demand signal is growing. Numerous IWC milestone billets now require space expertise, to include the Information Warfare Commander afloat, one of the pinnacle billets for an IW officer. While not a separate designator, IWC personnel with space training/education and experience will be identified by a Navy Space Cadre AQD (operations: VS5-8 and/or acquisition: VR1-3) representing space experience/expertise, which is valued by Navy Leadership and the IWC specifically. This expertise is obtained through space-related experience and leadership tours on major Navy, joint and interagency staffs and commands (ashore and afloat), operational space commands, and space acquisition organizations. In addition to demonstrated performance in designator and as a Navy warfighter, the best qualified Space Cadre leaders will have demonstrated the ability to optimize joint and fleet space operations to meet maritime warfighting requirements and/or deliver space-based capabilities to the warfighter. The Navy's contribution to the successful development of the nascent Space Force will require naval officers with these skill sets to play key leadership roles.

e. The Navy values those IW community officers who have qualified as Warfare Tactics Instructors (WTIs) via the program instituted by the Naval Information Warfighting Development Center (NIWDC). These officers will have demonstrated both superior tactical acumen and instructor attributes in their specific mission areas and IW. The personal commitment and resource investment in these officers is significant and officers successfully serving as a WTI are vital to the future evolution of IW tactics in the Navy.

13. **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 officers will participate in advanced education leading to a Master of Science degree in Meteorology and/or Physical Oceanography. Additional graduate level education is also valued. Officers who have participated in advanced education leading to a technical master's degree or a PhD will have non-observed fitness reports covering significant periods of time in their careers.

d. Officers in the OCEANO Community are eligible for, and generally granted, a scientific waiver for the joint qualified officer (JQO) designation requirement for flag officer promotion. However, JPME and joint experience are highly valued.

e. Most officers will have a mix of assignments in both the OCEANO Community and URL fields prior to lateral transition. Both are equally valuable and board members should examine an officer's entire record to assess career potential, leadership, and operational expertise to determine best qualified.

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

a. The CW community is built on technical and operational knowledge of the information warfare domain (specifically electromagnetic spectrum and cyberspace) gained throughout a career of cryptologic tours afloat (ship's company, staff) and ashore (Navy Information Operations Commands (NIOCs), National Security Agency (NSA), numbered fleet, combatant command).

b. CW core mission areas are signals intelligence (SIGINT), electronic warfare (EW), and cyber. CW operational capacity is principally organized into CW commands (NIOCs, Cryptologic Warfare Group SIX, Navy Cyber Warfare Development Group (NCWDG), and Navy Cyber Defense Operations Command) and is presented to supported commanders in both the fleet and joint arena.

c. CW officers typically develop deep foundational SIGINT and cyber expertise in assignments at NIOCs and staffs aligned with Cryptologic Centers and NSA/CSS. CW officers gain SIGINT and EW expertise in embedded maritime and expeditionary environments, assigned to surface combatants as ship's company or afloat staff, NAVSPECWAR commands/units as a Direct Support Officer (aboard surface, subsurface, or airborne platforms), or IAs as an augmentee (Service, national, or joint). Experience in SIGINT is denoted by the BI-series AQDs, while EW experience is reflected through the BL-series AQDs. CW officers gain cyber expertise under the operational control of U.S. Cyber Command (USCYBERCOM), its naval component command, U.S. Fleet Cyber Command (FLTCYBERCOM), NSA and the 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.

d. All officers should demonstrate progress toward completion of an advanced degree (master's or doctorate degree) during their career. Advanced education in a science, technology, engineering, and mathematics (STEM) field is preferred, but not required. All officers should also progress toward JQO qualification.

e. The CW Community is a mix of direct accessions and lateral transfers from other communities at the lieutenant level. All fully qualified CW lieutenant commanders must be qualified CW officers, have earned their Information Warfare Officer (IWO) warfare qualification, and have a successful track record in their previous community or in tactical CW officer assignments to indicate potential to succeed as a CW lieutenant commander. Tactical CW experience tours may include surface,

subsurface, air, or special warfare assignments, either Permanent Change of Station-afloat or Direct Support (DIRSUP), and are reflected by the BI-series AQDs. All officers must possess a bachelor's degree.

f. The best of fully qualified CW officers will have demonstrated proficiency in at least one CW core mission area (SIGINT, EW, or cyber). Strong leadership performance and innovation in operational assignments is highly valued. Additional consideration should be given to those who qualify as a NIWDC WTI Instructor or serve as an Information Warfare Training Command instructor. There is a critical need to select officers with space experience (VS5 or higher AQD). The best qualified candidates should demonstrate progress toward advanced education (e.g., master's degree, post-graduate technical certification, or doctorate degree), and/or JPME Phase I.

15. **Information Professional (IP) Community Considerations**

a. Leadership and demonstrated operational excellence in IP core competencies (communications, combat systems, space operations, network operations, offensive and defensive cyber operations, electromagnetic spectrum management, and knowledge management) is the cornerstone of success for IP officers. Future leaders of the IP community must have a proven record at sea or in shore operational tours and have demonstrated technical IP expertise supporting naval and joint operations. The most competitive officers will have diversity in assignments to include OPNAV or major headquarters staff, numbered fleet and/or TYCOM, assignments in combat zones, and a balance between afloat staffs, ship's company, squadron/detachment, or expeditionary tours. Space Cadre experience and acquisition experience are also valued, in addition to operational assignments. Afloat and ashore tours in different geographic locations are highly valued as they demonstrate a breadth of experience and knowledge of global Navy operations.

b. The IP community gains a significant number of officers through lateral transfer or redesignation, typically at lieutenant and lieutenant commander. For promotion eligibility purposes, some of these officers will not have completed the IP-specific community/operational leadership assignments prior to redesignation. As such, the board is encouraged to evaluate an

officer's demonstrated sustained superior performance and warfare qualifications to identify those best qualified to serve in more senior IP leadership positions.

c. Fully qualified officers will have completed their IP Basic qualification and their IWO warfare qualification. Fully qualified officers will also have completed their bachelor's degree.

d. Officers who have made progress toward a technical master's degree should be given extra consideration. Sustained superior performance in key IP/IWC leadership assignments and operational planning experience are highly valued.

e. Best qualified officers will have demonstrated superior performance in lieutenant operational assignments afloat and ashore.

f. A significant number of limited duty officers from designators 682X and 629X have redesignated and will compete for promotion with their 182X peers. In addition, the 182X community is a new off-ramp community for the 629X designator and former 629X officers may not have completed 182X specific requirements. The board should give due consideration and commensurate weight to demonstrated performance in operational tours when assessing their ability to serve in more senior IP positions.

16. **Intelligence (Intel) Community Considerations**

a. Leadership, demonstrated professional warfighting competence, and sustained superior performance are the hallmarks of a successful naval intelligence officer. Senior intelligence 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. Intelligence officers are experts on the adversary and threats, and developing deep expertise on our nation's strategic competitors is an imperative. A limited number of naval intelligence officer (1830) billets support the DoD-wide, joint-service RAIDER CUTLASS initiative. Officers serving in these billets are expected to complete the same professional milestone and leadership requirements. All officers should demonstrate

progress toward completion of advanced education and JQO qualification.

b. Fully qualified officers must have earned their IWO qualification. Best qualified officers will be top performers and will have demonstrated superior performance in operational assignments afloat and ashore.

c. Some officers will have a mix of assignments in both the Intel Community and another Navy community prior to redesignation into the Intel Community. Both are equally valuable and board members are encouraged to examine an officer's entire record to assess career potential, leadership, and warfare understanding.

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

a. The CWE Community is built on deep technical expertise and operational knowledge of the cyber domain. CWEs are high-demand, low-density subject matter experts who are employed primarily at NCWDG, U.S. TENTH Fleet/FLTCYBERCOM, NSA, NIWDC, and Naval Information Warfare Centers. The CWE core mission is offensive and defensive cyberspace capability development, which includes vulnerability research, development, testing, and deployment of software, hardware, radio frequency (RF) components, and data analytics.

b. All officers should demonstrate progress toward completion of advanced education (master's or doctorate degree) during their career and achieve a graduate degree to be eligible for captain. Advanced education in a CWE-related field (e.g., cyber operations, computer science, computer engineering, electrical engineering) is highly valued prior to commander, but not required due to limited community quotas at Naval Postgraduate School. All officers should complete JPME Phase I in order to be eligible for commander.

c. The CWE career path changed in Fiscal Year 2019 (FY-19) and moved away from a legacy path that called for CWEs to lateral transfer to the CW or IP designator at the five-year mark. Former CWEs were allowed to return to the CWE Community and will have records that show service as a CWE, then as a CW or IP, followed by a return to CWE. Additionally, under the

Constructive Grade Credit authorities granted by the FY-19 National Defense Authorization Act, some CWEs may have been accessed into the Navy at a paygrade above ensign due to their advanced education and/or specialized experience. As a result, these officers will have less total time in service (and fewer fitness reports) than their peers competing for promotion to the same paygrade.

d. The CWE Community is a mix of direct accessions and lateral transfers from other communities at the lieutenant level. All fully qualified CWE lieutenant commanders must be qualified CWE officers, have earned their IWO qualification, and demonstrated proficiency in vulnerability research, software development, and/or software testing. Those who have laterally transferred to CWE should have a successful track record in their previous community to indicate potential to succeed as a CWE lieutenant commander.

e. The best qualified CWE officers will have demonstrated proficiency in at least one CWE core mission area (e.g., hardware, software, RF spectrum capability, data analytics) and have documented superior performance in Navy, national, and joint assignments. The best qualified candidates will have completed an advanced degree (master's or doctorate). Advanced education in a CWE-related field (e.g. computer engineering, cyber operations, computer science, electrical engineering) is also highly valued, but not required due to limited community quotas at Naval Postgraduate School. Additionally, completion of or assignment to internships and fellowships (e.g., SECNAV Tour with Industry, Computer Network Operations Development Program) are valued broadening tours. Best qualified officers will also have demonstrated progress toward JPME Phase I and advanced education.

18. **Limited Duty Officer (LDO) Considerations**. Success of naval operations is highly dependent on protecting our force with effective Antiterrorism and Force Protection (AT/FP). To sustain effective AT/FP it is imperative that the Navy maintain a cadre of Security Officer LDOs (649X) at the lieutenant commander and commander paygrades. Fully qualified Security Officer LDOs will possess a strong working knowledge of, and well-documented experience in force protection, antiterrorism, and Navy Security Force operations. It is desired that the

candidate have had diverse billet assignments performing mission essential duties across a variety of complex Navy Security Force mission areas, such as installations, afloat, nuclear weapons security, training/assessment, and staffs. The board may give favorable consideration for valuable contributions made through superior performance in this specialty area.

19. **Recommendation for Reorder of Active-Duty Officers of Particular Merit**

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

b. A number not to exceed 15 percent of the total selections authorized for each grade and competitive category may be placed higher on the promotion list unless the number calculated is less than 1, in which case the number that may be placed higher on the promotion list is 1. The board may determine that no officers should be placed higher on the promotion list than their lineal number would place them.

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

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

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

Gregory J. Slavonic

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, or have served, at Navy Headquarters; and,

JS Rate ≥ HQ Rate of Selection

b. Officers in the grades of lieutenant commander and 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 ≥ Overall Selection Rate for Category

2. **Statutory Acquisition Corps Objective**. In accordance with 10 U.S.C. § 1731, Acquisition (ACQ) Corps officers are expected, as a group, to be promoted at a rate not less than the rate for all source community officers, both in the zone (IZ) and below the zone (BZ), in the same grade.

ACQ Corps Rate ≥ Overall Selection Rate for Source Community

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 being considered by the most recent promotion board, on the staff of the Secretary of Defense will, as a group, 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, or who have served since being considered by the most recent promotion board, at Navy Headquarters.

OSD Rate ≥ 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.

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