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

JAN 1 6 2018

From: Robert L. Woods, Acting Assistant Secretary of the Navy (Manpower and Reserve Affairs)
To: President, FY-19 Navy Reserve Captain Line Promotion Selection Boards

Subj: ORDER CONVENING THE FY-19 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 CAPTAIN

Ref: (a) FY-19 Active-Duty and Reserve Navy Officer and Chief Warrant Officer Promotion Selection Board Precept

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

1. **Date and Location**

a. The promotion selection boards, consisting of you as president, the officers listed in enclosure (1) as members, the officers listed as recorder and assistant recorders in enclosure (2), and the personnel listed in enclosure (3) as administrative support staff, are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, January 29, 2018, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter and the FY-19 Active-Duty and Reserve Navy Officer and Chief Warrant Officer Promotion Selection Board Precept, reference (a).

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 date the boards convene. The Chief of Naval Personnel shall determine the number of in-zone eligible officers on the convening date, calculate the number that may be recommended for promotion under the percentages set forth in the FY-19 Navy Reserve 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	43
Unrestricted Line Officer (FTS)	54
Special Duty Officer (Human Resources)	50
Special Duty Officer (Human Resources) (FTS)	50
Engineering Duty Officer	50
Aerospace Engineering Duty Officer (Engineering)	50
Aerospace Engineering Duty Officer (Maintenance)	50
Special Duty Officer (Public Affairs)	50
Special Duty Officer (Strategic Sealift Officer)	50
Special Duty Officer (Foreign Area)	67
Special Duty Officer (Oceanography)	50
Special Duty Officer (Cryptologic Warfare)	50
Special Duty Officer (Information Professional)	50
Special Duty Officer (Intelligence)	53
Limited Duty Officer (Line)	50

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

4. **Consideration of Reserve Officers "Below the Zone."** Below-zone promotions are not authorized for Navy Reserve officers in grades above lieutenant junior grade.

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 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 skill sets 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 areas listed in order of significance below. For amplifying information, refer to the competency/skills information, reference (b) to reference (a).

Unrestricted Line (11X5/13X5):

1. Operational Analysis (OA)
2. Navy Operational Planner
3. Naval Special Warfare (NSW) Experience
4. Expeditionary Warfare and Confronting Irregular

Challenges
5. Naval Strategist Subspecialty
6. Joint Experience
7. Language, Regional Expertise, and Cultural (LREC) Experience
8. Education and Training
9. Space Cadre
10. Shore Installation Management (SIM)

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

1. Financial Resource Management (FM)
2. Recruiting Leadership
3. Shore Installation Management (SIM)
4. Naval Special Warfare (NSW) Experience
5. Operational Analysis (OA)
6. Joint Experience
7. Expeditionary Warfare and Confronting Irregular Challenges
8. Navy Operational Planner
9. Cyber Operations and Planning

Human Resources (1205):

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

Human Resources (FTS) (1207):

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

Engineering Duty Officer (14X5):

1. Acquisition Corps
2. Cyber Operations and Planning

3. Nuclear Weapons Technical Expertise
4. Integrated Air and Missile Defense (IAMD)
5. Space Cadre
6. Expeditionary Warfare and Confronting Irregular Challenges
7. Naval Strategy Subspecialty
8. Financial Resource Management (FM)

Aerospace Engineering Duty Officer (Engineering) (1515):

1. Acquisition Corps
2. Cyber Operations and Planning
3. Expeditionary Warfare and Confronting Irregular Challenges
4. Integrated Air and Missile Defense (IAMD)
5. Financial Resource Management (FM)
6. Astronaut Consideration
7. Space Cadre
8. Operational Analysis (OA)
9. Education and Training
10. Joint Experience
11. Shore Installation Management (SIM)

Aerospace Engineering Duty Officer (Maintenance) (1525):

1. Acquisition Corps
2. Financial Resource Management (FM)
3. Cyber Operations and Planning
4. Expeditionary Warfare and Confronting Irregular Challenges
5. Operational Analysis (OA)
6. Education and Training
7. Joint Experience
8. Shore Installation Management (SIM)

Public Affairs (1655):

1. N/A

Strategic Sealift (1665):

1. Navy Operational Planner
2. Joint Experience
3. Cyber Operations and Planning

4. Naval Strategy Subspecialty
5. Education and Training

Foreign Area (1715):

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

Oceanography (1805):

1. N/A

Cryptologic Warfare (1815):

1. N/A

Information Professional (1825):

1. N/A

Intelligence (1835):

1. N/A

Limited Duty Officer (Line) (6XX5):

1. Expeditionary Warfare and Confronting Irregular Challenges
2. Joint Experience
3. Navy Operational Planner
4. Shore Installation Management (SIM)
5. Education and Training
6. Naval Special Warfare (NSW) Experience
7. Naval Strategy Subspecialty

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 1 1/2 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 3 1/2 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 and Joint Professional Military Education (JPME).

(a) The Navy values completion of graduate education and development of a subspecialty. Degrees from the Naval Postgraduate School, the Naval War College and 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, 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 Officer 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.

(e) Favorable consideration shall be given to the critical need for senior leaders who are Joint Qualified Officers (JQO) as documented by an AQD.

(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 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) **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 (AP), 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 C4I, combat systems, unmanned systems, systems engineering, enterprise information systems, information technology, 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.

f. **Consideration of Reserve Officers**. Within the reserve component, a variety of service options are available to help meet the needs of the Navy. In general, Selected Reserve participation is critical to meeting the strategic and operational needs of the Navy. However, there are times when operational needs may be met by periods of active duty including mobilization, active duty for special work, and active duty for training while a Sailor is not in a Selected Reserve status.

Additionally, there are times, such as upon completing an active-duty period, when short breaks from the Selected Reserve may be necessary. These time periods should be viewed in the context of a continuum of service. Participation in the Selected Reserve, in general, is a critical factor in determining best and fully qualified.

g. **Full Time Support (FTS) Community Considerations**. FTS 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 FTS Officers who have displayed superior performance in critical staff, leadership, or command tours for which Reserve Management is the primary mission.

(1) **Dual career paths**. Many FTS Officers, particularly in the Unrestricted Line and Human Resources (HR) communities, complete a balance of operational or community-specific milestone tours (e.g., Commanding Officer and major staff assignments) and Reserve Management milestone tours (e.g., Navy Operational Support Center Commanding Officer and Navy Reserve major staff assignments). Success and sustained exceptional performance in these areas are the most important attributes to consider. Officers selected must have demonstrated exceptional managerial skill and professional competence in operational, executive, and staff roles. In determining those officers best qualified for promotion, you should consider favorably those officers who have served in a broad spectrum of assignments requiring expertise in diverse functional areas. Operational requirements can sometimes limit the Reserve Management assignments of some officers and this limitation should not disadvantage these officers.

(2) **Subspecialty requirements**. Due to the unique aspects of the Reserve Force, FTS officers with expertise in Information Technology (IT) and Financial Management are required to manage the varied Reserve IT systems and to manage Reserve Personnel Navy (RPN) and Operational Management Navy Reserve (OMNR) accounts. Although these subspecialty qualifications are a core requirement for a portion of the FTS HR community, officers of any designator may possess them. Regardless of designator, these subspecialties are critical to the FTS community and should receive favorable consideration.

(3) **Diverse career backgrounds prior to selection as FTS**

Officers. Navy Reserve officers who have been recalled to active duty will often have fewer active-duty fitness reports than their active component 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. **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. Officers who have a successful track record of sustained superior performance and increasing scope of responsibilities in leadership, major staff, and/or IA/GSA/OCO/APH assignments indicate potential to succeed at the level of captain.

b. Officers who have successfully completed or have demonstrated superb performance in a commander milestone tour (to include command and staff assignments) indicate potential to succeed at the level of captain.

c. Officers who have a master's degree, particularly HR-focused (including Operations Research Analysis, Manpower Systems Analysis, Financial Management, and Education and Training (plus Information Technology for Full Time Support)), indicate an officer's potential to grasp complex human capital concepts and provide analytical rigor as a senior leader and policy maker in the HR Community.

d. Officers who have proven HR-focused subspecialties (Manpower Systems Analysis, Operations Research Analysis, Financial Management, and Education and Training Management (plus Information Technology for Full Time Support)) indicate proven application of human capital theories, concepts, and analysis and are valued by the HR Community.

e. Officers who maintain an industry recognized HR-related certification (or Information Technology certification for Full Time Support) 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.

f. Designation as a Joint Qualified Officer, a successful

tour in a joint billet, and completion of joint education are valued by the HR Community.

7. **Aerospace Engineering Duty Officer (AEDO) Community Considerations**.

a. Officers under consideration for promotion to captain should demonstrate superior performance within a designated O-5 Acquisition Command (limited opportunities) or equivalent milestone tour. Board members should examine an officer's leadership, performance, breadth and depth of acquisition experience, and career potential for Major Command.

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

a. PAOs use communication skills, strategies and tactics to support a commander's objectives. Career progression produces senior PAOs who can lead an organization's communication enterprise and demonstrate an awareness and ability to navigate the dynamics of the information environment to achieve desired communication end states. Successful senior PAOs communicate strategically, demonstrate critical thinking, conduct thorough problem set analysis, execute tactically, and provide astute counsel to flag officers and staffs. Providing direct support to three- and four-star Flag and General Officers, and senior executives, including political appointees, is the pinnacle of a PAO's career. As such, sustained superior performance in diverse billets, particularly direct senior leader support, operational staffs, community leadership, Washington DC HQs, and joint staffs, indicates strong potential for future success, keeping in mind though, that an officer's career track may not include all desired career milestones due to the recent enacted career milestone and progression model.

b. PAOs who have a successful track record of sustained superior performance and increasing and progressive scope of responsibilities in a diversity of assignments providing strategic-level thinking and counsel to two- and three-star leaders, and experience in Washington DC HQs, major staff, joint, numbered fleet, or TYCOM billets indicate potential to succeed as a captain.

c. PAOs who have a successful track record of translating commander's vision and intent into communication strategies and plans; leading, advising and aligning enterprise Public Affairs personnel and programs; and integrating them across multiple and

diverse organizations to include the U.S. interagency and/or foreign militaries in order to achieve strategic and operational goals indicate potential to succeed as a captain.

d. 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.

e. Designation as a Joint Qualified Officer, a successful tour in a joint billet, and completion of joint education are considered invaluable in the development of PAOs who are qualified to be O-6 COCOM PAOs and candidates for Flag.

9. **Strategic Sealift Officer (SSO) Community Considerations**

a. The SSO community has two separate but equal career progression tracks: (1) Selected Reserve (SELRES) and (2) Individual Ready Reserve (IRR).

b. For all officers, a successful track record of sustained superior performance and increasing scope of responsibilities in leadership positions and active-duty assignments indicates increased potential to succeed. Favorable consideration should be given to all officers with Mobilization, Active Duty for Special Work, RECALL, and extended ADT experience, and with completed advanced education, civilian maritime leadership experience, and subject matter expertise. Designation as a Joint Qualified Officer, a successful tour in a joint billet, and completion of joint education are valued.

c. All fully qualified officers will have a SSO Warfare qualification listed as a special qualification in the Officer Summary Record (OSR) as: "SSO WARFARE."

d. The SSO program has the only managed and funded IRR community with a mission in the Navy Reserve. IRR officers may not have any observed fitness reports (FITREPs).

e. As a baseline, all fully qualified officers will have a United States Coast Guard (USCG) Merchant Mariner Credential (MMC). MMCs are documented as Additional Qualification Designators (AQDs) in the OSR as a special qualification. A MMC renewal or upgrade that has been approved by the USCG, but not issued, is to be considered as valid with supporting documentation from the USCG.

(1) The best qualified officers will have an advanced USCG MMC (categories (a), (b), and (c) directly below). Attainment or maintenance of an advanced MMC demonstrates operational and leadership abilities indicating greater potential to succeed. From senior to junior, MMCs and their corresponding AQD short titles as listed as special qualifications in the OSR are:

(a) Master (MASTER) or Chief Engineer (STM CHENG, MTR CHENG, GT CHENG);

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

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

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

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

f. All IRR commanders who are fully qualified for promotion to captain should have attained or maintained one of the following USCG MMCs: MASTER, STM CHENG, MTR CHENG, GT CHENG, DO CH MATE, STM 1ST ASST, MTR 1ST ASST, or GT 1ST ASST.

g. Favorable consideration should also be given to SELRES commanders who have demonstrated leadership in a paid status (commanding officer, officer in charge, executive officer, chief staff officer, or senior department head).

10. **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 must develop and hone a sharp understanding of international engagement through operational experience and in-country tours supporting national and maritime objectives. The scope of FAO responsibilities extends beyond outstanding language proficiency. FAOs offer in-depth regional knowledge and cultural proficiency to better understand the goals of our partners, and the perspectives of

our potential adversaries, to enhance our collective maritime superiority in support of Geographic Combatant Commander (GCC) strategic objectives. Consistent with the guidance above, the board may give favorable consideration to those officers who have displayed superior performance while serving in IA/GSA/OCO/APH assignments.

a. The FAO community is organized into five sub-groups representing each of the five GCCs: FA-1 CENTCOM, FA-2 PACOM, FA-3 SOUTHCOM, FA-4 EUCOM, and FA-5 AFRICOM. To be fully qualified and receive the "FA" designation, all FAOs must: complete a regionally focused Political-Military master's degree or equivalent (as determined by ASN(M&RA)), a Defense Language modalities test (listening, reading, and speaking) in a regionally focused language, and at least 6 months of in-region experience. FAOs in the process of achieving these qualifications are assigned an "FT" designation 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 who have successfully completed and have demonstrated sustained superior performance in a commander milestone tour indicate potential to succeed at the level of captain.

d. Officers who have demonstrated significant progress toward completion of Joint Qualified Officer (JQO) indicate potential to succeed at the level of captain.

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

a. Comprising officers of the Oceanography (180X), Cryptologic Warfare (181X), Information Professionals (182X), and Naval Intelligence (183X) communities and the Space Cadre, the IWC was created to more effectively and collaboratively lead and manage the cadre of 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 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.

c. As of May 31, 2013, all officers in competitive categories which compose the IWC began receiving competitive rankings, in block 42, within combined IWC summary groups on fitness reports. However, officers in competitive categories which compose the IWC continue to compete for promotion within 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. While not a separate designator, IWC personnel with space training/education and experience will be identified by a Navy Space Cadre Additional Qualification Designator (AQD) (operations: VS5-8 or acquisition: VR1-3) representing space experience/expertise, which is valued by both Navy Leadership writ large 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.

e. The IWC considerations are relevant for all IWC officers, active and reserve component, with the following exception: there are no milestone billets identified in the Naval Information Force Reserve.

12. **Oceanography (OCEANO) Community Considerations**

a. The OCEANO community's core mission capability and capacity draws on the 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's of science degree in Meteorology and/or Physical Oceanography. Additional graduate level education in science, business, management, foreign affairs, or education fields is also valued. Officers who have participated in advanced education leading to a technical master's degree or a PhD will have "not observed" fitness reports covering significant periods of the time in their careers.

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 experience are highly valued.

e. OCEANO Officers under consideration for promotion to captain are considered fully qualified if they have screened for and have served or are serving in a designated Command or Numbered Fleet assignment. OCEANO officers competing for promotion to captain are considered best qualified if they have demonstrated leadership and superior performance in Command or a Numbered Fleet assignment as well as experience in significant and diverse leadership positions. These assignments include Command, Numbered Fleet Oceanographers, Major Staffs, Joint positions, Fellowships, Type-Commander, and Headquarters assignments. Officers qualified for promotion to captain will have completed a technical post-graduate education with

associated P-code for follow-on assignment to senior officer billets.

13. **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) coupled with operational experience and sustained superior performance.

b. CW core mission areas are Signals Intelligence (SIGINT), Cyber, and Electronic Warfare (EW). CW operational capacity is principally organized into CW commands (NIOCs, CWG/A, NCWDG, and NCDOC) and is presented to supported commanders in both the fleet and in the joint arena. CW officers typically develop deep foundational SIGINT and Cyber expertise in assignments at NIOCs and staffs aligned with Cryptologic Centers and NSA/CSS. For SIGINT and EW, officers demonstrate expertise in the tactical embedded maritime and expeditionary environment. For Cyber, CW officers demonstrate tactical and operational proficiency while assigned under the operational control of U.S. Cyber Command (USCYBERCOM), its naval component command, U.S. Fleet Cyber Command (FLTCYBERCOM), and in assignments at NSA. While shore-based, these commands operate 24/7 at the cyber tactical edge and integrate tactically and operationally with fleet and joint forces in planning and executing operations worldwide.

c. All fully qualified CW captains should have demonstrated sustained superior performance in previous milestone assignments. CW officers fully qualified for promotion will have demonstrated top performance among their peers in one CW core mission area (SIGINT, Cyber, or EW) or uncommon proficiency in several core mission areas. All fully qualified CW captains must have successfully screened for CW commander milestone, though they may not have had opportunity to serve in that capacity.

d. The best qualified CW officers will have additionally screened for and/or successfully completed a command tour as a commander. CW commander COs typically serve in a highly competitive group and are ranked against all IWC commander COs worldwide. As a result, typical progression in competitive promotion ranking may be limited due to timing or other non-performance related reasons and should be considered in light of the highly competitive peer group in a forced distribution.

Among those officers without commander command screen/tour, the best qualified CW officers will have experience as an O-5 executive officer. The best qualified officers should have additionally completed advanced education (e.g., master's degree, post graduate technical certification, or Doctorate degree) in science, technology, engineering and mathematics (STEM) field. Progress toward Joint Qualified Officer completion is highly valued, though not a requirement for selection.

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

a. IP supported mission areas include the need to plan, acquire, integrate, operate, maintain, and secure cyber networks, communications, space and combat systems to ensure reliable, available, survivable, and secure support to Naval warfighting and business operations. Sustained superior performance in key IP/IWC operational and leadership assignments, joint operational experience, acquisition and operational planning experience are highly valued.

b. The IP community primarily gains 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. Superior performance in lieutenant commander and commander milestone billets, afloat and ashore, and a technical master's degree which includes significant STEM curriculum and progress towards JPME should be given due consideration. While superior performance in command as a commander indicates potential to succeed at the level of captain, there are very limited opportunities for IP Command as a commander, so lack of assignment should not be a detractor.

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

a. Demonstrated leadership, professional warfighting competence, and expertise in the core mission of all-source time-sensitive operational intelligence (OPINTEL) are the hallmarks of a successful Naval Intelligence Officer. OPINTEL

is "intelligence that is required for planning and conducting campaigns and major operations to accomplish strategic objectives within theaters or operational areas." Senior Intelligence Officers must possess a well-rounded career that demonstrates proven leadership, Navy, Joint, and IWC operational proficiency and qualifications, and technical expertise in conducting and providing OPINTEL across the full spectrum of Naval operations. Officers may have expertise in one or more specialized mission areas including SPECWAR, Strike Warfare/ Targeting, and HUMINT. The Intelligence community is also investing in growing expertise in collection operations, and intelligence support to cyber and undersea warfare mission areas. Proven and sustained superior performance in documented positions of leadership in challenging, operational assignments, while integrated into Naval or Joint Operations and often embedded in the fleet, is the ultimate test of readiness for selection.

b. A limited number of Naval Intelligence billets support the DoD-wide, joint service RAIDER CUTLASS initiative. Officers selected to perform these sensitive duties are extensively screened and complete demanding proficiency training and multiple-tour operational assignments that can preclude them from acquiring joint duty credit and serving in traditional command and milestone billets. Due consideration should be given to outstanding performance by members in RAIDER CUTLASS assignments with the understanding that limited details of their activities may be provided in an unclassified "not observed" or "1 of 1" fitness report, given the sensitive and unique nature of their duties.

c. All fully qualified Intelligence captains should have demonstrated superior performance in their commander milestone tour (AQD GB2), and/or command tour (note: command opportunities are extremely limited and a majority of fully qualified O-5's will not have been afforded the opportunity). An Intelligence captain is expected to excel in OPINTEL as a core competency. Additional valuable achievements include a competitive Intelligence center/staff tour (Navy or Joint), COCOM/HQ/OPNAV tour, progression towards Joint Qualified Officer (JQO) completion, and assignment diversity across the spectrum of Intelligence operations (increasing in scope and complexity). Specialization in one warfare area should be limited to 3-4 tours. The best qualified officers should have a track record of successful tours in quantifiable leadership positions.

16. **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 O-4 and O-5 paygrades. "Fully qualified" Security LDO's 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.

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