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

JAN 2 3 2020

From: Assistant Secretary of the Navy (Manpower and Reserve Affairs)
To: President, FY-21 Navy Reserve Captain Line Promotion Selection Boards

Subj: ORDER CONVENING THE FY-21 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-21 Active-Duty Navy and Reserve 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 in enclosure (2) as recorder 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, January 27, 2020, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter and the FY-21 Active-Duty Navy and Reserve 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-21 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	47%
Unrestricted Line Officer (FTS)	49%
Special Duty Officer (Human Resources)	50&
Special Duty Officer (Human Resources) (FTS)	56%
Engineering Duty Officer	63%
Aerospace Engineering Duty Officer (Engineering)	50%
Aerospace Engineering Duty Officer (Maintenance)	50%
Aerospace Engineering Duty Officer (Maintenance) (FTS)	50%
Special Duty Officer (Public Affairs)	50%
Special Duty Officer (Strategic Sealift Officer)	42%
Special Duty Officer (Foreign Area)	67%
Special Duty Officer (Oceanography)	33%
Special Duty Officer (Cryptologic Warfare)	50%
Special Duty Officer (Information Professional)	50%
Special Duty Officer (Intelligence)	50%
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 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 (11X5/13X5):

1. Operational Analysis (OA)
2. Navy Operational Planner
3. Naval Special Warfare (NSW) Experience
4. Mine Warfare
5. Expeditionary Warfare and Confronting Irregular Challenges
6. Naval Strategist Subspecialty
7. Joint Experience
8. Requirements Management
9. Language, Regional Expertise, and Cultural (LREC) Experience
10. Education and Training
11. Space Cadre
12. 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. Requirements Management
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 Strategist 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. Space Cadre
5. Integrated Air and Missile Defense (IAMD)
6. Financial Resource Management (FM)
7. Astronaut Consideration
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)

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

1. Acquisition Corps
2. Education and Training
3. Financial Resource Management (FM)
4. Expeditionary Warfare and Confronting Irregular Challenges

5. Joint Experience
6. Operational Analysis (OA)
7. Shore Installation Management (SIM)

Public Affairs (1655):
1. N/A

Strategic Sealift (1665):
1. Joint Experience
2. Navy Operational Planner
3. Naval Strategist Subspecialty
4. Expeditionary Warfare and Confronting Irregular Challenges
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. Space Cadre

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 Strategist 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 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 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 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) **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 URL, 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.

f. **Consideration of Reserve Officers**. Within the Reserve Component (RC), a variety of service options are available to help meet the needs of the Navy. In general, Selected Reserve (SELRES) 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 SELRES status. Additionally, there are times, such as upon completing an active-duty period, when short breaks from the SELRES may be necessary. These time periods should be viewed in the context of a continuum of service. Participation in the SELRES, 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 URL 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 (NOSC) 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 IT and financial management are required to manage the varied Reserve IT systems and to manage Reserve Personnel Navy and Operational Management Navy Reserve 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 (AC) peers. Due consideration shall be given to the fitness reports available and the quality of performance reflected in the record. An officer's record shall not be discounted simply because it contains fewer active-duty fitness reports than a peer's record.

6. **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 an 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 an O-5 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 IT for FTS)), 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 IT for FTS)) 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 IT certification for FTS) 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 JQO, a successful tour in a joint billet, and completion of joint education are valued by the HR Community.

7. **Permanent Military Professor (PMP) Community Considerations**. The PMP Community is a cadre of career naval officers in the grades of captain and commander, with both doctoral degrees and operational experience, who instruct at the USNA, Naval War College, or Naval Postgraduate School until statutory retirement. The PMP Community provides professional educators who understand the mission of the Navy and the challenges of warfare communities; serve as senior role models to students and junior faculty; and, strengthen the military instructor presence at the Navy's educational institutions. The PMP Community especially values a sustained superior record of teaching, scholarship, academic leadership, and professional leadership in PMP billets, as well as superior leadership across a career.

a. Teaching. A fully qualified PMP has a professional, positive rapport with students, develops and maintains

appropriate learning standards, exhibits mastery of their discipline, and effectively mentors and inspires students. A best qualified PMP also teaches, enhances, develops, and coordinates advanced academic courses and curricula, at the level of a Doctor of Philosophy (PhD) practitioner. Evidence of a best qualified PMP includes superior evaluations of classroom teaching or competitive nomination for teaching excellence awards from among large peer groups.

b. Research/Scholarly Activity. A fully qualified PMP has completed the PhD degree in their field and is actively engaged in and contributing to it. A best qualified PMP is a recognized expert in their academic discipline, as evidenced by sustained peer-reviewed publication in selective and impactful venues in the field while serving as a PMP; as well, as internal and external research collaborations, research with students, national or regional recognition through presentations, awards, grants, or invitations, or advancement in professorial academic rank.

c. Academic Leadership. A fully qualified PMP has a strong record of leadership in all academic assignments. A best qualified PMP is also evidenced by sustained superior performance in roles such as academic department chair, associate chair or equivalent, director of large or advanced courses, or director of institution-wide academic programs.

d. Professional Leadership. A fully qualified PMP fulfills professional leadership roles within their institution and has a strong and continuous record of leadership in all officer assignments. A best qualified PMP successfully leads large-scale institutional professional development programs and impactful Navy leader development programs that meaningfully advance the professional missions of their institution and the Navy.

8. **Aerospace Engineering Duty Officer (AEDO) Community Considerations**. Officers under consideration for promotion to captain should demonstrate superior performance within a designated O-5 acquisition command (limited opportunities) or equivalent leadership tour. Board members should examine an officer's leadership, performance, breadth and depth of acquisition experience, and career potential for major command.

9. **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. PAOs who have a successful track record of sustained superior performance and an increasing and progressive scope of responsibilities in diverse assignments providing strategic-level counsel to two- and three-star leaders, and experience in Washington, D.C. headquarters, major staff, joint, numbered fleet, or lead type commander (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 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 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 JQO, a successful tour in a joint billet, and completion of joint education are valuable in the development of PAOs who are qualified to be O-6 combatant commander (COCOM) PAOs and candidates for Flag.

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

a. The SSO Community provides a trained, experienced, properly licensed, and credentialed pool of merchant marine naval officers to supplement the manning of the surge sealift fleet in times of war or national emergency. The SSO community has two separate but equal career progression tracks: (1) SELRES and (2) Individual Ready Reserve (IRR). Both tracks provide fully qualified officers for consideration by the board.

b. The best qualified officers will have a successful track record of sustained superior performance and increasing scope of responsibilities in reserve leadership positions and active duty assignments indicating potential to succeed. Favorable consideration should be given to officers with mobilization, active duty for special work, recall, extended Active Duty for Training (ADT) experience, advanced education, and civilian maritime leadership experience/subject matter expertise. Designation as a JQO, a successful tour in a joint billet, and completion of joint education are valued.

c. The SSO program has the only managed and funded IRR community with a mission in the Navy Reserve. IRR officers are often limited in their ability to participate due to civilian merchant marine careers that require them to be at sea for extended periods. Their reserve participation requirement is 12 days of ADT each fiscal year and the fitness report for the period is often not observed. Favorable consideration should be given to these officers based on their civilian mariner leadership, experience, credentials, and licenses.

d. Fully qualified officers will have an SSO warfare qualification listed as a special qualification in the Officer Summary Record (OSR) as: SSO WARFARE.

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

(1) The best qualified officers will have an advanced USCG MMC (categories (a), (b), and (c) 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 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).

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 who have successfully completed and demonstrated sustained superior performance in a O-5 milestone tour indicate potential to succeed at the level of captain. Successful completion of a FAO milestone tour is indicated by the FM2 AQD.

e. Officers who have earned their FA AQD and demonstrated significant progress toward completion of JQO and Joint Foreign Area Officer (JFAO) Phase II indicate potential to succeed at the level of captain.

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 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.

f. These considerations are relevant to all active and RC IWC officers, although billet opportunities and career assignments differ for reservists. For instance, there are no milestone billets or WTIs in the Naval Information Force Reserve. Due consideration shall be given to officers who have consistently demonstrated sustained superior performance and increasing duties and responsibilities. Officers should have deep knowledge and understanding of the core competencies of their respective communities. Standout performance while serving in command leadership billets should be considered favorably. The best-qualified reserve senior officers will have successfully completed commanding officer and executive officer tours. Space Cadre qualifications are highly valued. Any officer who has earned JPME credit and an advanced degree shall be regarded more favorably.

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's 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 JQO designation requirement for flag officer promotion. However, JPME and joint experience are highly valued.

e. Fully qualified OCEANO officers will have screened for command or screened for O-5 milestone assignment. The best qualified officers have demonstrated leadership and superior performance in Command. Superior performance in O-5 milestone should be viewed favorably. Milestone assignments include numbered fleet oceanographers, major staffs, and joint positions. Superior performance in positions of leadership at major staffs such as OPNAV, Bureau of Naval Personnel/Navy

Personnel Command, SECNAV, Joint Staff, operational commands (U.S. Fleet Forces Command, Commander, Naval Meteorology and Oceanography Command, etc.), and TYCOM are highly valued. Officers qualified for promotion to captain will have completed a technical post-graduate education with associated subspecialty Q-code for follow-on assignment to senior officer billets.

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, COCOM).

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 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. Fully qualified CW captains will have demonstrated proficiency across CW core mission areas (SIGINT, EW, cyber) as well as strong performance in previous milestone assignments. All fully qualified CW captains must have successfully completed a O-5 milestone tour, possess an advanced degree (master's or doctorate) and finished JPME Phase I.

f. The best of fully qualified CW officers will have documented expertise across all CW core mission areas (SIGINT, EW, cyber) that comes from a record of diverse fleet, national, and joint experience, with a balanced mix of afloat and shore assignments. Expertise in acquisition and/or space is considered a valued distinguishing trait and there is a critical need to select officers with significant operational experience in space (VS6 or higher AQD). All officers will have demonstrated strong performance in major staff assignments and their O-5 milestone tour. The best officers will also have successfully completed a O-5 leadership tour as a commanding officer or executive officer though this is not a requirement. The best qualified officers will also be JQO complete.

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. 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.

d. Fully qualified officers will be in or have completed their O-5 milestone assignment. They will also have completed JPME Phase I and their IWO warfare qualification.

e. Officers who have made progress beyond JPME Phase I towards JQO should be given extra consideration. Space Cadre and acquisition experience are highly valued. An assignment in a major staff tour is also highly valued.

f. Best qualified officers will have demonstrated superior performance in lieutenant commander and O-5 milestone billets, afloat and ashore, and have completed a technical master's degree that includes significant STEM curriculum.

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 completed command qualification and will have demonstrated outstanding leadership and professional acumen in an O-5 milestone assignment. A limited number of commanders will have had the opportunity to serve in command or as an O-5 executive officer/officer-in-charge, and these positions are highly valued. Completion of advanced education degree and JQO qualification is highly desired but not required for selection.

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 less

fitness reports) than their peers competing for promotion to the same paygrade.

d. Fully qualified CWE captains will have demonstrated proficiency in development of capability in both offensive and defensive cyber warfare mission areas as well as strong performance in previous technical leadership assignments, such as technical director of a major staff or chief engineer in a program office. All fully qualified CWE captains must possess an advanced education (master's or doctorate) and have finished JPME Phase I.

e. The best qualified CWE officers will have documented expertise in all aspects of cyberspace capability development that comes from a record of diverse tours that demonstrate superior performance as a technical director or chief engineer in a Navy, joint, or national tour, and the officer's ability to lead teams that are delivering offensive and/or defensive capability at any point in the cyber kill chain (e.g., hardware, software, RF spectrum capability, data analytics). Progress towards a doctorate degree in a CWE-related field (e.g., cyber operations, computer science, computer engineering, electrical engineering) is also highly valued, but not required due to limited community quotas at Naval Postgraduate School. The best qualified officers will also be JQO complete.

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 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 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.

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