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

From: Assistant Secretary of the Navy (Manpower and Reserve Affairs)
To: President, FY-18 Active-Duty Navy Chief Warrant Officers, W-3, W-4, and W-5 Promotion Selection Boards

Subj: ORDER CONVENING THE FY-18 PROMOTION SELECTION BOARDS TO CONSIDER CHIEF WARRANT OFFICERS ON THE ACTIVE-DUTY LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF W-3, W-4, AND W-5

Ref: (a) FY-18 Active-Duty and Reserve Navy Officer and Chief Warrant Officer Promotion Selection Board Precept

Encl: (1) Board Membership
(2) 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, and the personnel listed in enclosure (2) as administrative support staff, are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, June 19, 2017, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter and the FY-18 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-18 Active-Duty Navy Officer Promotion Plan, and furnish the number to the boards. If the computation results in a fraction of a number of 0.5 or greater, that fraction is rounded up to the nearest whole number. If the computation results in a fraction of a number less than 0.5, that fraction is rounded down to the nearest whole number. The boards may recommend up to the number provided by the Chief of Naval Personnel.

COMPETITIVE CATEGORY	PERCENT TO SELECT
Chief Warrant Officer, W-3	AFQ*
Chief Warrant Officer, W-4	90
Chief Warrant Officer, W-5	37

*** All Fully Qualified**

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

4. **Consideration of Active-Duty Chief Warrant Officers "Below the Zone."** Below-zone selections are not authorized for promotion to the grade of CWO3. However, below-zone selections are authorized for promotion to the grades of CWO4 and CWO5. Identifying exceptional officers from below the zone and selecting them for promotion to CWO4 or CWO5 is authorized. A number not to exceed 10 percent of the total selections authorized for each grade and competitive category may be selected from below-zone unless the number calculated is less than 1, in which case the number that may be selected from below-zone is 1. The board must ensure that below-zone candidates are individually evaluated as a source of best and fully qualified officers. Below-zone selects shall be based on sustained measures of success in their community specialties. Below-zone selections are encouraged to ensure the Navy is best served in filling critical competency requirements.

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 eligible for promotion to chief warrant officer 4 and chief warrant officer 5, 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. You shall give favorable consideration to the critical competency/skill sets developed by officers who have excelled in specialized career paths.

(1) The following guidance, in the form of "minimum" and "requirements" language, addresses particular shortfalls in the Navy. The minimum number should only be attained if there is a

sufficient number of officers determined best qualified among those fully qualified officers who address the particular shortfall.

(2) **Critical Requirements.** Currently, the Navy has a critical need for officers with the competencies/skills listed below. The selection minimum number for officers with the identified competencies/skills is provided below. This number should only be attained if there are a sufficient number of officers determined best qualified among those fully qualified officers who possess that competency/skill. The specific skills and associated numbers in the below table shall not be interpreted as quotas.

Competitive Category and Grade: Chief Warrant Officer, W-5		
Competency/Skill	Minimum	Requirement
7160 - Ordnance Technician (Surface)	1	5
7360 - Aviation Ordnance Technician	1	4

Competitive Category and Grade: Chief Warrant Officer, W-4		
Competency/Skill	Minimum	Requirement
7150 - Special Warfare Technician	3	9
7160 - Ordnance Technician (Surface)	3	14
7410 - Ship's Clerk	3	15

(3) **Additional Requirements.** In addition to the specific critical needs listed above, the Navy must continue to develop leaders who possess the competency/skill areas listed in order of significance below. Give due consideration to demonstrated performance and expertise in these areas.

Chief Warrant Officer, W-3

1. Nuclear Trained Chief Warrant Officers (CWOs)

Chief Warrant Officer, W-4

1. Nuclear Trained Chief Warrant Officers (CWOs)

Chief Warrant Officer, W-5

1. Nuclear Trained Chief Warrant Officers (CWOs)

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, 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.

(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.

e. **Demonstration of Core Attributes**. The challenges facing our Navy are growing in scope, scale, and pace. To meet these challenges, the Navy needs male and female leaders who have demonstrated estimable character and are prepared for decentralized operations. You should give careful consideration to officers who demonstrate the four core attributes that guide our decisions and actions: integrity, accountability, initiative, and toughness. Integrity may be demonstrated as an

individual or as a team member, by displaying conduct that is upright and honorable, and by working to strengthen the resolve of his or her peers, superiors, and subordinates. Accountability may be demonstrated by achieving and maintaining high standards, honestly assessing progress, and adjusting as required. Officers demonstrate initiative by taking ownership, acting to the limit of their authorities, and looking at new ideas with an open mind. Toughness can mean marshalling all sources of strength and resilience, including rigorous training, encouraging the fighting spirit of our people, and providing steadfast support of our families. Officers who demonstrate these core attributes ensure the U.S. Navy remains the world's finest Navy and deserve your careful consideration when selecting officers who are best and fully qualified.

6. **Board Report**. As stated above, the Chief Warrant Officer, W-3 promotion selection board will apply an all-fully-qualified standard. Accordingly, the W-3 board's report shall replace the certification required by reference (a), Appendix C, paragraph 1.c.(6) and 1.c.(7) with the following:

(6) The officers recommended for promotion are, in the opinion of the majority of the members of the board, fully qualified to meet the needs of the Navy among those officers whose names were provided to the board.

(7) The officers recommended for promotion, including those who had adverse information provided to the board, are, in the opinion of the majority of the board, fully qualified to meet the needs of the Navy among those officers whose names were provided to the board, consistent with the exemplary conduct requirements of section 5947 of title 10, U.S. Code.

Robert L. Woods
Acting

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