



THE ASSISTANT SECRETARY OF THE NAVY  
(MANPOWER AND RESERVE AFFAIRS)  
1000 NAVY PENTAGON  
WASHINGTON DC 20350-1000

MAY 22 2017

From: Assistant Secretary of the Navy (Manpower and Reserve Affairs)

To: President, FY-18 Active-Duty Navy Lieutenant Commander Line Promotion Selection Boards

Subj: ORDER CONVENING THE FY-18 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE ACTIVE-DUTY LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF LIEUTENANT COMMANDER

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

Encl: (1) Board Membership  
(2) Administrative Support Staff  
(3) Statutory and Regulatory Promotion Objectives

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, May 22, 2017, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-18 Active-Duty and Reserve Navy Officer and Chief Warrant Officer Promotion Selection Board Precept, reference (a), and the Statutory and Regulatory Promotion Objectives, enclosure (3).

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

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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.

<u>COMPETITIVE CATEGORY</u>	<u>PERCENT TO SELECT</u>
Unrestricted Line Officer	80
Special Duty Officer (Human Resources)	90
Engineering Duty Officer	90
Aerospace Engineering Duty Officer (Engineering)	90
Aerospace Engineering Duty Officer (Maintenance)	95
Special Duty Officer (Public Affairs)	75
Special Duty Officer (Foreign Area)	90
Special Duty Officer (Oceanography)	83
Special Duty Officer (Cryptologic Warfare)	85
Special Duty Officer (Information Professional)	85
Special Duty Officer (Intelligence)	80
Limited Duty Officer (Line)	70

3. Equal Consideration of Officers "In Zone" and "Above Zone."

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

4. Consideration of Active-Duty Officers "Below the Zone." The

board shall identify exceptional officers from below the zone and consider selecting them for promotion to the grade of lieutenant commander. The board must ensure that these exceptional below-zone candidates are fully considered for promotion if they meet the best and fully qualified standard. A number not to exceed 10 percent of the total selections authorized for each grade and competitive category may be selected from below-zone unless the number calculated is less than 1, in which case the number that may be selected from below-zone is 1.

5. Best and Fully Qualified Selection Standard

a. Fully Qualified. All officers recommended for promotion must be fully qualified; that is, each officer recommended must

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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. You shall give

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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: Limited Duty Officer (Line) and Lieutenant Commander		
Competency/Skill	Minimum	Requirement
6130 - Engineering/Repair (Surface)	5	27
6230 - Engineering/Repair (Submarine)	2	8
6480 - Explosive Ordinance Disposal (EXP)	6	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.

Unrestricted Line (11X0/13X0)

1. Financial Resource Management (FM)
2. Operational Analysis (OA)
3. Joint Experience
4. Attaché Duty
5. Acquisition Corps
6. Navy Operational Planner
7. Naval Strategist Subspecialty
8. Integrated Air and Missile Defense (IAMD)

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9. Naval Special Warfare (NSW) Experience
10. Shore Installation Management (SIM)
11. Cyber Operations and Planning
12. Language, Regional Expertise, and Cultural (LREC) Experience
13. Nuclear Weapons Technical Expertise
14. Education and Training
15. Expeditionary Warfare and Confronting Irregular Challenges
16. Recruiting Leadership
17. Human Intelligence (HUMINT)
18. Space Cadre
19. Astronaut Consideration

Human Resources (1200)

1. Operational Analysis (OA)

Engineering Duty (14X0)

1. Nuclear Weapons Technical Expertise

Aerospace Engineering Duty (Engineering) (1510)

1. N/A

Aerospace Engineering Duty (Maintenance) (1520)

1. N/A

Public Affairs (1650)

1. N/A

Foreign Area (17X0)

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

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Oceanography (1800)

1. N/A

Cryptologic Warfare (1810)

1. N/A

Information Professional (1820)

1. N/A

Intelligence (1830)

1. N/A

Limited Duty Officer (Line) (6XX0)

1. Nuclear Trained Limited Duty Officers (LDOs)
2. Nuclear Weapons Technical Expertise

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

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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



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technology is of vital importance. Our institution must create energy solutions that make facilities and installations more energy efficient and encourage superior management of energy resources.

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

#### (4) Joint Officer Considerations

(a) Our ability to operate effectively with the other Services is vital to our war-fighting capability. To foster this ability, a number of officers are assigned to joint duty with the Joint Staff, the other Services, and joint organizations. To ensure our ability to conduct joint operations, the Navy is firmly committed to placing as many officers as possible in joint duty assignment billets.

(b) Success in these assignments should be given special consideration, and the statutory joint promotion objectives, delineated in enclosure (3), represent critical requirements which warrant particular consideration when determining which officers are best qualified for promotion. However, these statutory joint promotion objectives do not alter the best and fully qualified selection standard. As such, members shall only select eligible officers who are best and fully qualified for promotion even if doing so will result in a failure to meet the statutory joint promotion objectives.

(5) **Acquisition Corps Considerations.** Acquisition Corps officers possess the qualifications to manage the development, acquisition, and life cycle support of the Navy's current and future platforms and associated systems. The Unrestricted Line (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



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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.

6. **Unrestricted Line (URL) Considerations.** Each URL community has a separate and distinct career path, with milestones which do not necessarily correlate to one another. For example, Naval Aviation officers do not serve as a department head in the grade of lieutenant, whereas other URL officers normally do. In determining best and fully qualified officers, the board may consider demonstrated superior performance in leadership positions as strong indication of future potential. However,

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the board should not view the absence of such experience negatively where the typical career path does not include opportunities for equivalent lieutenant leadership positions across all officers of the URL. As always, sustained superior performance in any duties assigned is what provides positive indication of future potential to serve in the next grade.

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

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

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

c. Officers who have a master's degree, particularly HR-focused (including Operations Research Analysis, Manpower Systems Analysis, Financial Management, and Education and Training, indicate potential to grasp complex human capital concepts and provide analytical rigor as a human capital analyst within the HR community.

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

8. Engineering Duty Officer (EDO) Community Considerations

a. Doctoral education is a strategic investment in the future. Advanced graduate education is an important element in

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maintaining a high velocity learning workforce that is resilient, knowledgeable, ready to address rapid technological advancements, and necessary to help the Navy problem-solve, plan, lead, respond, adapt, and innovate in increasingly complex environments. As such, EDOs who obtain a technical doctorate degree from a military service college or civilian institution, either in a Navy-funded billet or independently, should be given favorable consideration.

9. Public Affairs Officer (PAO) Community Considerations

a. Public Affairs Officers use communication strategies and tactics to support a commander's objectives. Career progression produces senior PAOs who can lead the communication enterprise and demonstrate an awareness and ability to navigate the dynamics of the information environment throughout the chain of command. 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.

b. Almost all gains in the PAO Community are from Unrestricted Line lateral transfers at the lieutenant level. Most will have attained a warfare qualification and completed successful tours in their previous community. Upon redesignation into the PAO Community, officers will be sent directly to the PAO Qualification Course (PAQC) at the Defense Information School (DINFOS) before their first PAO assignment. Their first assignment is typically at CHINFO HQ, CHINFO field activities, or a Navy Public Affairs Support Element (NPASE), depending upon billet vacancy.

c. PAOs who have a successful track record of sustained superior performance directly supporting senior leaders (O-6 or higher) with communication counsel and execution indicate potential to succeed as a lieutenant commander.

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

e. A successful tour in a joint billet and completion of joint education are considered valuable in the development of senior PAOs. PAOs who have successfully completed these assignments should be given favorable consideration.

f. PAOs who obtain a post-graduate degree from a military service college or civilian institution, either in a Navy-funded billet or independently, should be given favorable consideration. PAOs participating in training and education programs, such as SECNAV's Tours with Industry, should be given favorable consideration.

10. Foreign Area Officer (FAO) Community Considerations

a. FAOs are required to serve in a broad spectrum of assignments necessitating mastery of diverse functional areas to support the success of the Navy in execution of its full spectrum of missions. In addition to possessing a solid baseline of operational experience in the fleet, the FAO community highly values the demonstration of the capacity to meet the challenges of our commitment to maritime superiority, advance our national strategic objectives, and achieve our mission. FAOs should possess: experience in the Navy's operational forces, experience in the Joint Network, demonstrated leadership, commensurate with rank, within one or more of the primary critical FAO lines of effort (Security Assistance, Defense Attaché System, or major joint, operational, or interagency staff), and understanding of international engagement through operational experience and in-country tours supporting national and maritime 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. The scope of assignments and responsibilities of an FAO may extend beyond language proficiency, in-depth regional knowledge, and culture awareness to include firm understanding of the aspects of developing and exploiting information to advance our maritime superiority and national strategy objectives.

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b. The FAO community is organized into five sub-groups representing each of the five geographic combatant commands. FAOs are typically assigned to billets related to the region of their assignment, but operational requirements and officer inventory can result in FAOs serving outside their regional assignment.

c. All fully qualified FAOs shall have a regionally focused Political-Military master's degree. This requirement can be waived by the Assistant Secretary of the Navy (ASN (M&RA)) upon demonstration of significant regional experience and with this waiver the FAO can be assigned and perform the duties of a fully-qualified FAO without restriction. An ASN (M&RA) waiver may not be individually documented in a FAO's record.

d. All fully qualified FAOs shall have an AQD of FA-1, 2, 3, 4, or 5, depending on their assigned region. An AQD of FA-1, 2, 3, 4, or 5 is granted upon attaining a regionally focused master's degree or ASN (M&RA) waiver, a Defense Language Proficiency Test (DLPT) score of 2 or higher in two of three modalities (listening, reading, and speaking) in a regionally focused language, and experience in region of not less than six months (preferably one year). Within constraints of test availability and accessibility, FAOs should certify their language proficiency annually through the DLPT and Oral Proficiency Interview. The AQD of FA-1, 2, 3, 4, or 5 is not removed if a FAO's subsequent DLPT score does not meet or exceed 2 in two of the three modalities. A FAO who does not meet the requirements set forth above will have an AQD of FT-1, 2, 3, 4, or 5, depending on their assigned region.

e. Dependent upon their background, experience level, and regional assignment, the Navy makes significant investment in FAO master's education and language training (ranging from 6 to 36 months). Much of this training time will be non-observed with the length of training largely driven by language difficulty level (e.g., officers assigned to learn a critical strategic language such as Arabic, Mandarin Chinese, Korean, or Hindi will have longer training tracks). As Political-Military experts and career linguists, FAOs will accumulate considerable non-observed time during language training, in-region training, billet specific training (such as attaché training at the joint Military Attaché School and Security Assistance training at the Defense Institute of Security Assistance Management), and while

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studying for a master's degree. Therefore, this non-observed time should not be viewed as detrimental to promotion potential.

f. Officers are laterally transferred into the FAO community based on their consistent superior performance in the fleet and demonstrated aptitude to excel as Political-Military and linguistic professionals. The majority of lieutenants assessed into the FAO community will not have met all education and language requirements due to their accession timing; however, aggressive pursuit of the requirements outlined in the previous paragraphs is highly valued prior to their application for lateral transfer. As a result, non-observed time in the attainment of this training is expected following accession.

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

a. The IWC was established in 2009 in recognition of Information Warfare as a modern warfighting discipline. 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, enlisted, and civilian professionals who possess extensive skills in information-intensive specialties. In broad terms, Navy Information Warfare is about warfighting. 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 IW 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



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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. Board members should give consideration to additional verbiage or soft breakouts used to show superior performance within an individual's competitive category.

## 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. Additional expertise in direct warfighting support 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 as it enables them to confidently lead large numbers of highly skilled civilians in challenging technical assignments. Officers who have participated in advanced education either 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 valued.



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

### 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. CW officers are directly assessed from USNA, ROTC, and OCS, as well as laterally transferred from other communities.

b. CW core mission areas are Navy Signals Intelligence (SIGINT), Cyber, and Electronic Warfare (EW). CW operational capacity is principally organized into CW commands (NIOCs, 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. The CW Community is a mix of direct accessions and options/lateral transfers from other communities at the lieutenant level. Most lateral transfer officers will have attained Information Warfare Officer qualification. Demonstrated superior performance in previous designators may provide indication of potential success in the CW Community; however, successful IWO qualification is expected.

d. All fully qualified CW lieutenant commanders must be qualified CW officers, have earned their Information Warfare Officer (IWO) warfare qualification, and have a successful track

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record in their previous community or in tactical CW officer assignments to indicate potential to succeed as a CW lieutenant commander. Tactical experience tours may include Surface, Subsurface, Air or Special Warfare tactical IA/GSA/OCO/APH assignments, National or Joint tours (NSA, NIOC, Cyber Mission Force), or Intern/Academic programs (Tours with industry, CNODP, JOCCP).

e. The best qualified CW officers will demonstrate sustained superior tactical performance in one or more CW core mission areas (SIGINT, Cyber, EW) or in leadership positions (DIVO, DH). Though not required, the best qualified candidates should demonstrate progress toward advanced education (e.g. Master's degree, post graduate technical certification, or Doctorate degree) in a 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. 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.

b. 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 leadership assignments and operational planning experience are highly valued. Superior performance in lieutenant operational assignments afloat and ashore should be given heavy consideration.

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15. Intelligence 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. Senior Intelligence Officers must possess a well-rounded career that demonstrates proven leadership, Navy, Joint, and IWC community 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.

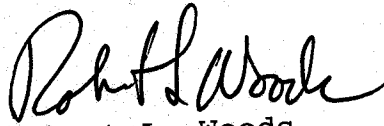
b. A limited number of Naval Intelligence billets support the DoD-wide, joint service RAIDER CUTLASS initiative. Officers selected to perform these sensitive duties are extensively screened and complete demanding proficiency training and multiple-tour operational assignments that can preclude them from 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. Superior performance in challenging assignments is an indicator of future success. Expected career milestones include Information Warfare Officer (IWO) qualification (AQD GC0), superior performance in Afloat, Expeditionary, or NSW operational tour, and a competitive Navy or Joint Intelligence center tour.

d. Some officers will have a mix of assignments in both the Intelligence field and unrestricted line fields prior to a lateral transition to the Intelligence community. Both are

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equally valuable and board members are encouraged to examine an  
officer's entire record to assess career potential, leadership,  
and warfare understanding.



Robert L. Woods  
Acting

## STATUTORY AND REGULATORY PROMOTION OBJECTIVES

(These objectives DO NOT alter the best and fully qualified selection standard discussed in the convening order.)

1. Statutory Joint Objectives. For officers assigned to joint duty within the best and fully qualified standard, the board shall strive to ensure that the following statutory promotion objectives are achieved:

a. Officers who are serving, or have served, on the Joint Staff (JS) are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for officers in the same grade and competitive category who are serving, or have served, at Navy Headquarters; and,

**JS Rate  $\geq$  HQ Rate of Selection**

b. Officers in the grades of lieutenant commander and above, who have been designated as a joint qualified officer (JQO), are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for all officers in the same grade and competitive category.

**JQO Rate  $\geq$  Overall Selection Rate for Category**

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

**ACQ Corps Rate  $\geq$  Overall Selection Rate for Source Community**

3. Regulatory Objective. Although not contained in statute, the Secretary of Defense has established an additional promotion objective as a matter of policy. Officers who are serving, or have served since being considered by the most recent promotion board, on the staff of the Secretary of Defense will, as a group, be promoted to the next higher grade at a rate not less than the rate for officers in the same grade and competitive category who are serving, or who have served since being considered by the most recent promotion board, at Navy Headquarters.

**OSD Rate  $\geq$  HQ Rate of Selection**

4. Prior to adjournment, the board must review the extent to which the statutory and regulatory promotion objectives have been met.