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

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From: Assistant Secretary of the Navy (Manpower and Reserve Affairs)
To: President, FY-16 Active-Duty Navy Commander Line Promotion Selection Boards

Subj: ORDER CONVENING THE FY-16 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE ACTIVE-DUTY LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF COMMANDER

Ref: (a) FY-16 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) and the administrative support staff listed in enclosure (2), are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, February 10, 2015, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-16 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-16 Active-Duty Navy Officer Promotion Plan, and furnish the number to the boards. If the computation results in a fraction of a number of 0.5 or greater, that fraction is rounded up to the nearest whole number. If the computation results in a fraction of a number less than 0.5, that fraction is rounded

down to the nearest whole number. The boards may recommend up to the number provided by the Chief of Naval Personnel.

COMPETITIVE CATEGORY	PERCENT TO SELECT
Unrestricted Line Officer	70
Special Duty Officer (Human Resources)	75
Engineering Duty Officer	80
Aerospace Engineering Duty Officer (Engineering)	80
Aerospace Engineering Duty Officer (Maintenance)	65
Special Duty Officer (Public Affairs)	75
Special Duty Officer (Foreign Area Officer)	78
Special Duty Officer (Oceanography)	70
Special Duty Officer (Information Warfare)	70
Special Duty Officer (Information Professional)	70
Special Duty Officer (Intelligence)	60
Limited Duty Officer (Line)	60

3. **Consideration of Active-Duty Officers "Below the Zone."** Identifying exceptional officers from below the zone and selecting them for promotion to the grades of captain, commander, and lieutenant commander 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.

4. **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 that 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 needs to be comprised of a diverse blend of male and female officers that 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 are 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)		
Competency/Skill	Minimum	Requirement
6130 - Engineering	1	2
6330 - Aviation-Maintenance	9	10
6360 - Aviation-Ordnace	5	12
6400 - Nuclear Power	1	3

(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)
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. Targeting
18. Human Intelligence (HUMINT)
19. Space Cadre
20. Astronaut Consideration

Human Resources (1200)

1. Operational Analysis (OA)

Engineering Duty (14X0)

1. Acquisition Corps
2. Nuclear Weapons Technical Expertise

Aerospace Engineering Duty (Engineering)(1510)

1. Acquisition Corps
2. Space Cadre
3. Astronaut Consideration

Aerospace Engineering Duty (Maintenance)(1520)

1. Acquisition Corps

Public Affairs (1650)

1. N/A

Foreign Area Officer (17X0)

1. Joint Experience
2. Naval Strategist Subspecialty
3. Language, Regional Expertise, and Cultural (LREC)

Experience

4. Attaché Duty
5. Expeditionary Warfare and Confronting Irregular Challenges

Oceanography (1800)

1. N/A

Information 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 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.

(d) Best qualified officers have demonstrated willingness and an ability to lead and mentor a diverse workforce of male and female service members.

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

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

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

(4) **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 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.

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

a. Officers who have a successful track record of sustained superior performance and increasing scope of responsibilities in leadership, staff and/or IA/GSA/OCO/APH assignments indicate potential to succeed at the level of commander.

b. Officers who have successfully completed or have demonstrated superb performance in a lieutenant commander milestone tour (to include command and staff assignments)

indicate potential to succeed at the level of commander. Note Selected Reserve HR Officers only have milestone billets at the commander and captain level.

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

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

e. Officers who maintain an industry recognized HR-related certification (or Information Technology or Financial Management certification for Full Time Support) have demonstrated the ability to understand and apply myriad human capital theories, concepts and laws/regulations critical to policy development and execution across the Navy.

f. Successful tours in a joint billet and completion of joint education are valued by the Human Resources Community.

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

a. PAOs (165X) who have a successful track record of sustained superior performance and increasing scope of responsibilities in leadership, major staff, joint, numbered fleet, TYCOM and CHINFO HQ assignments indicate potential to succeed as a commander.

b. Operational assignments for PAOs are limited and considered career milestones. Such assignments at the lieutenant commander level for the 165X community include, but are not limited to, public affairs billets aboard Carrier or Expeditionary Strike Groups, expeditionary warfare assignments

such as OIC of Navy Public Affairs Support Element (NPASE), Joint Public Affairs Support Element (JPASE), Combat Camera, IA/GSA/OCO opportunities; and overseas or forward deployed units and staffs. PAOs who have successfully completed these assignments should be given favorable consideration.

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

d. Designation as a Joint Qualified Officer, 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.

7. **Foreign Area Officer (FAO) Community Considerations**

a. FAOs are required to serve in a broad spectrum of assignments necessitating mastery of diverse functional areas. In addition to possessing a solid baseline of operational experience in the fleet, the FAO community highly values joint experience as well as demonstrated leadership within one of the primary critical FAO lines of effort (Security Assistance, Defense Attaché System, as well as major joint, operational or interagency staff). Consistent with the guidance above, the board should 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 a 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.

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 FAOs are required to 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. FAOs who have the ASN (M&RA) waiver in lieu of a regionally focused Political-Military master's degree can be assigned and perform the duties of a fully-qualified FAO without restriction.

d. Dependent upon their background, experience level, and regional assignment, the Navy makes significant investment in FAO master's education and language training. A FAO's training track will range 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 career linguists and Political-Military experts, FAO's will accumulate considerable non-observed time during language and in-region training, and while studying for a master's degree. Therefore, this non-observed time should not be viewed as detrimental to promotion potential.

e. 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 and non-observed time in the attainment of this training is expected following accession.

8. **Information Dominance Corps (IDC) Community Considerations**

a. The IDC was established in 2009 in recognition of Information Dominance as a modern warfighting discipline. Comprising officers of the Oceanography (180X), Information Warfare (181X), Information Professionals (182X), and Naval Intelligence (183X) communities and the Space Cadre, the IDC 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.

b. The Navy needs officers who are agile, flexible, and fully capable of leading across the range of functions associated with the IDC, recognizing Information as a warfighting domain. 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 IDC missions and functions.

c. As of May 31, 2013, all officers in competitive categories which comprise the IDC began receiving competitive rankings, in block 42, within combined IDC summary groups on fitness reports. However, officers in competitive categories which comprise the IDC 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.

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

a. Officers under consideration for promotion to commander should demonstrate superior performance within a designated Command or Milestone tour. OCEANO officers competing for promotion to commander demonstrate their leadership and experience at sea as senior lieutenants or lieutenant commanders. These assignments include CSG Staff, CVN/LHA/LHD OA Division Officer, or Naval Special Warfare Cross Functional Troop OICs. Officers qualified for promotion to commander will have completed a technical post-graduate education with associated P-code for follow-on assignment to senior officer billets.

10. **Information Warfare (IW) Community Considerations**

a. The IW community is a constituency within the IDC, which was established in 2009. The IW community is built on a technical foundation underpinned by operational experience and sustained superior performance. IW Officers are assessed from

OCS, ROTC, and USNA, as well as lateral transfers.

b. In broad terms, Navy Information Dominance is about warfighting. The IDC aspires to deliver assured command and control, predictive battle space awareness, and integrated fires to the Fleet, Joint Task Force, and Joint Force Commander. IW core mission capability and capacity in Navy Signals Intelligence (SIGINT), Cyber, and Electronic Warfare (EW) capacity is principally organized into IW Commands and forces are presented to the supported commander in both the fleet and in the joint arena. IW officers typically develop deep foundational SIGINT and Cyber expertise in assignments at Regional Cryptologic Centers and NSA/CSS. For SIGINT and EW, the tactical embedded maritime and expeditionary environment is where officers are expected to demonstrate this expertise. For Cyber, the battle space is global in nature, and tactical or operational proficiency is currently demonstrated in assignments under the operational control of USCYBERCOM, FLEETCYBERCOM, and NSA/CSS. These shore-based commands operate at the cyber tactical edge and participate in fleet and joint forces planning and execution of increasingly complex technical operations through supported and supporting command relationships.

c. Sustained superior performance in positions of leadership and demonstrated proficiency in IW core mission areas in previous lieutenant commander milestone and major staff assignments indicates potential to succeed as a commander. Operational experience includes Individual Augmentee/Global War on Terrorism Support Assignments (IA/GSA), assignments at Numbered Fleet, Carrier and/or Expeditionary Strike Group (CSG/ESG), Amphibious Squadron (PHIBRON), Special Warfare (SPECWAR), U.S. Cyber Command, Fleet Cyber Command (or subordinate commands) or Combatant Commander Staff.

d. The best qualified IW officers will possess advanced education (Master's degree, post graduate technical certification, Doctorate degree) in the areas of Science, Technology, Engineering and Mathematics (STEM). Cross-detail IDC experience (obtained by officers detailed to an IDC billet not of their designator which will increase IDC Officer skill set diversification) and progress toward Joint Qualified Officer (JQO) completion are valued, though not requirements for

selection.

11. **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. A significant number of Limited Duty Officers have laterally transferred or redesignated and will compete for promotion with their 182X peers. In many cases, these high quality officers often have not been afforded the opportunity for advanced education, to include JPME. The board should give due consideration and commensurate weight to demonstrated performance in operational tours when assessing their ability to serve in more senior IP positions.

c. IP supported mission areas include the need to operate, develop, acquire, and sustain reliable and secure Cyber, Communications, Space, Combat, Spectrum, and Knowledge Management systems and services. Sustained superior performance in key IP/IDC leadership assignments and operational planning experience are highly valued. Superior performance in lieutenant commander operational assignments afloat and ashore should be given heavy consideration.

12. **Intelligence Community Considerations**

a. Demonstrated leadership and expertise in the core mission of all-source time-sensitive operational intelligence is the foundation of Naval Intelligence. Additional expertise in one or more specialized mission areas of full spectrum intelligence is valued, to include intelligence surveillance and reconnaissance (ISR) operations, special operations, cyber, targeting, intelligence collection and analysis, human intelligence, and space. Intelligence Officers should have

balanced professional experience, to include demonstrated leadership, Navy, Joint, and Information Dominance Community operational proficiency and qualifications, and technical expertise. Proven and sustained superior performance in documented positions of leadership in difficult, challenging, and arduous operational assignments, while integrated into Naval or Joint Operations and often embedded in the fleet, is the ultimate test of readiness for selection.

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

c. All fully qualified Intelligence Commanders should have demonstrated superior performance in their mid-career milestone tour (AQD GB1). An Intelligence Officer is expected to excel in operational intelligence (OPINTEL) as a core competency. In addition, assignment and experiential diversity is important, including tours in NSW/SOF, Strike/Targeting, and HUMINT/Attaché - although specialization should be limited to 2-3 tours. Cross-detail assignments and experience (obtained by officers detailed to an IDC billet not of their designator which will increase IDC Officer skill set diversification) will also better prepare future Intelligence leaders in the IDC.

d. Additional valuable achievements include superior performance in at least one Joint tour (competitive Joint Intelligence center/staff or attaché), completion of JPME Phase I, and a Master's degree.

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