THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

FEB 23 2015

From: Secretary of the Navy
To: President, FY-16 Navy Reserve Commander Line Promotion Selection Boards

Subj: ORDER CONVENING THE FY-16 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 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

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, March 3, 2015 or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter and the FY-16 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-16 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	75
Unrestricted Line Officer (FTS)	66
Special Duty Officer (Human Resources)	80
Special Duty Officer (Human Resources) (FTS)	75
Engineering Duty Officer	76
Aerospace Engineering Duty Officer (Engineering)	75
Aerospace Engineering Duty Officer (Maintenance)	75
Aerospace Engineering Duty Officer (Maintenance) (FTS)	50
Special Duty Officer (Public Affairs)	70
Special Duty Officer (Strategic Sealift Officer)	81
Special Duty Officer (Oceanography)	75
Special Duty Officer (Information Warfare)	73
Special Duty Officer (Information Professional)	71
Special Duty Officer (Intelligence)	60
Limited Duty Officer (Line)	50

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

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. Give due consideration to demonstrated performance and expertise in the competency/skill areas listed in order of significance below. For amplifying information, refer to the competency/skills information, reference (b) to reference (a).

Unrestricted Line (11X5/13X5):

1. Operational Analysis (OA)
2. Navy Operational Planner
3. Naval Special Warfare (NSW) Experience
4. Expeditionary Warfare and Confronting Irregular Challenges
5. Naval Strategy Subspecialty
6. Joint Experience
7. Language, Regional Expertise, and Cultural (LREC) Experience
8. Education and Training
9. Space Cadre
10. Shore Installation Management (SIM)

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

1. Financial Resource Management (FM)
2. Operational Analysis (OA)
3. Navy Operational Planner
4. Naval Special Warfare (NSW) Experience
5. Education and Training
6. Joint Experience
7. Expeditionary Warfare and Confronting Irregular Challenges

Human Resources (1205):

1. Operational Analysis (OA)
2. Financial Resource Management (FM)
3. Cyber Operations and Planning
4. Recruiting Leadership
5. Education and Training
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 (14X5):

1. Acquisition Corps
2. Nuclear Weapons Technical Expertise
3. Integrated Air and Missile Defense (IAMD)
4. Cyber Operations and Planning
5. Space Cadre
6. Expeditionary Warfare and Confronting Irregular Challenges
7. Financial Resource Management (FM)
8. Education and Training

Aerospace Engineering Duty (Engineering)(1515):

1. Acquisition Corps
2. Astronaut Consideration

3. Education and Training
4. Financial Resource Management (FM)
5. Expeditionary Warfare and Confronting Irregular Challenges
6. Joint Experience
7. Operational Analysis (OA)
8. Shore Installation Management (SIM)
9. Space Cadre

Aerospace Engineering Duty (Maintenance) (1525):

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)

Aerospace Engineering Duty (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 Officer (1665):

1. Joint Experience

Oceanography (1805):

1. N/A

Information Warfare (1815):

1. N/A

Information Professional (1825):

1. N/A

Intelligence (1835):

1. N/A

Limited Duty Officer (Line)(6XX5):

1. Cyber Operations and Planning
2. Human Intelligence (HUMINT)
3. Navy Operational Planner
4. Expeditionary Warfare and Confronting Irregular Challenges
5. Shore Installation Management (SIM)
6. Education and Training
7. Joint Experience

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) **Acquisition Corps Considerations**. Acquisition Corps officers possess the qualifications to manage the development, acquisition, and life cycle support of the Navy's current and future platforms and associated systems. The Unrestricted Line (AP), Aerospace Engineering Duty Officers, and Engineering Duty Officer communities all contain Acquisition Corps officers. In addition, contracting skills are based in the Supply Corps and Civil Engineer Corps. While there are specific needs and backgrounds in each community, there are overarching acquisition skill sets which are valued and found in all of these communities. Officers who possess these skills, regardless of the community to which they belong, are valued and necessary for the health of the Acquisition Corps, and should be considered in the broad context of the Acquisition Corps. Examples of these overarching skill sets include technical and operational knowledge of C4I, combat systems, unmanned systems, systems engineering, Enterprise information systems, information technology, and weapons and major weapons systems (e.g., ships and aircraft). In determining the best and fully qualified officers for promotion, you shall give equal consideration to outstanding performance whether in an acquisition or non-acquisition position.

e. **Consideration of Reserve Officers**. Within the Reserve Component a variety of service options are available to help meet the needs of the Navy. In general, Selected Reserve

participation is critical to meeting the strategic and operational needs of the Navy. However, there are times when operational needs may be met by periods of active duty including mobilization, active duty for special work and active duty for training while a Sailor is not in a Selected Reserve status. Additionally, there are times upon completing active-duty periods or when short breaks from the Selected Reserve may be necessary that should be viewed in the context of a continuum of service. Participation in the Selected Reserve, in general, is a critical factor in determining best and fully qualified.

f. **Full Time Support (FTS) Community Considerations**. FTS Officers perform a statutory role in "organizing, administering, recruiting, instructing, or training the Reserve components..." (section 12310, title 10, U.S. Code), and favorable consideration should be given to those FTS Officers who have displayed superior performance in critical staff, leadership or command tours for which Reserve management is the primary mission.

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

(2) **Subspecialty requirements**. Due to the unique aspects of the Reserve Force, FTS officers with expertise in Information Technology (IT) and Financial Management are required to manage the varied Reserve IT systems and to manage Reserve Personnel Navy (RPN) and Operational Management Navy Reserve (OMNR) accounts. Although these subspecialty qualifications are a core requirement for a portion of the FTS

HR community, officers of any designator may possess them. Regardless of designator, these subspecialties are critical to the FTS community and should receive favorable consideration.

(3) **Diverse career backgrounds prior to selection as FTS Officers**. Navy Reserve officers who have been recalled to active duty will often have fewer active-duty fitness reports than their active component peers. Due consideration shall be given to the fitness reports available and the quality of performance reflected in the record. An officer's record shall not be discounted simply because it contains fewer active-duty fitness reports than a peer's record.

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. **Strategic Sealift Officer (SSO) Community Considerations.** The following attributes, qualifications, and experiences are valued by the SSO community:

a. A successful track record of sustained superior performance and increasing scope of responsibilities in

leadership billets, major staff tours, and active-duty assignments indicates increased potential to succeed.

b. A valid United States Coast Guard Merchant Mariner Credential (MMC) is required to be considered fully qualified for promotion.

c. Attainment or maintenance of an advanced MMC demonstrates operational and leadership abilities indicating greater potential to succeed. While this achievement does not supplant the best and fully qualified standard, and is not necessarily a prerequisite for selection to a specific rank, favorable consideration should be given to officers with an advanced MMC. In order of seniority, advanced MMCs are:

(1) Master or Chief Engineer

(2) Chief Mate or First Assistant Engineer

(3) Second Mate or Second Assistant Engineer

d. Advanced education, particularly transportation/ logistics focused, indicates a potential to understand and adapt modern supply chain and transportation logistics concepts and provide analytical rigor as a senior leader and policy maker in the SSO Community.

e. Designation as a Joint Qualified Officer, a successful tour in a joint billet, and completion of joint education are valued by the SSO Community.

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.** 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 is valued, though not a requirement 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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