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

JUN 2 9 2020

From: Assistant Secretary of the Navy (Manpower and Reserve Affairs)
To: Presidents, FY-21 Active-Duty Navy Lieutenant Commander Staff Corps Officers Promotion Selection Boards

Subj: ORDER CONVENING THE FY-21 PROMOTION SELECTION BOARDS TO CONSIDER STAFF CORPS OFFICERS ON THE ACTIVE-DUTY LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF LIEUTENANT COMMANDER

Ref: (a) FY-21 Active-Duty Navy and Reserve Officer and Chief Warrant Officer Promotion Selection Board Precept

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

1. **Date and Location**

a. The promotion selection boards, consisting of you as presidents, the officers listed in enclosure (1) as members, the officers listed in enclosure (2) as recorders and assistant recorders, and the personnel listed in enclosure (3) as administrative support staff, are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, July 6, 2020, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, reference (a), and the Statutory and Regulatory Promotion Objectives, enclosure (4), with records and names of all eligible officers determined as of May 12, 2020.

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 original convening date of May 12, 2020, as approved in the FY-21 Active-Duty Navy Officer Promotion Plan (Plan) and promulgated in NAVADMIN 286/19. The Chief of Naval Personnel shall determine the number of in-zone eligible officers as of May 12, 2020, calculate the number that may be recommended for promotion under the percentages set forth in the 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
Medical Corps	100
Dental Corps	82
Medical Service Corps	60
Judge Advocate General's Corps	90
Nurse Corps	80
Supply Corps	90
Chaplain Corps	70
Civil Engineer Corps	80
Limited Duty Officer (Staff)	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 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.

Comp Cat

(1) Officers fully qualified for promotion demonstrate an appropriate level of leadership, professional skills, integrity, management acumen, grounding in business practices, and resourcefulness in difficult and challenging assignments. Their personal and professional attributes include adaptability, intelligent risk-taking, critical thinking, innovation, adherence to Navy and Department of Defense (DoD) ethical standards, physical fitness, and loyalty to the Navy core values.

(2) The Navy is composed of men and women representing dozens of different ethnic groups and hundreds of cultural heritages. Fully qualified officers must be capable of leading personnel from widely varying backgrounds and mentoring a diverse workforce while executing the Navy's strategic diversity initiatives. The Navy's ability to meet this leadership challenge depends, in part, on having leaders who reflect our very best, including performance, professional experience, and education.

b. **Best Qualified**. Among the fully qualified officers, you must recommend for promotion the best qualified officers within their respective competitive category. Proven and sustained superior performance in command or other leadership positions in difficult and challenging assignments is a definitive measure of fitness for promotion. Furthermore, successful performance and leadership in combat conditions demonstrate exceptional promotion potential and should be given special consideration. Each board member shall apply this guidance when deliberating and voting. Additionally, members will use the considerations below to guide their determination of the best qualified officers.

c. **Skill Requirements**. The Navy must focus on the skills mandated by current needs and on developing the professional competencies required in our future leadership. The Navy and joint force leadership need to comprise a diverse blend of male and female officers who have excelled in both traditional and specialized career paths. Give due consideration to demonstrated performance and expertise in the competency/skill listed in order of significance below. For amplifying information, refer to the competency/skill information, reference (b) to reference (a).

Medical Corps (2100)
1. N/A

Dental Corps (2200)
1. N/A

Medical Service Corps (2300)
1. N/A

Judge Advocate General's Corps (2500)
1. N/A

Nurse Corps (2900)
1. N/A

Supply Corps (3100)
1. N/A

Chaplain Corps (4100)
1. N/A

Civil Engineer Corps (5100)
1. Shore Installation Management (SIM)
2. Expeditionary Warfare and Confronting Irregular Challenges
3. Acquisition Corps

Limited Duty Officer (Staff) (6500)
1. N/A

d. **Additional Considerations**. The following are additional considerations in determining the best qualified officers:

(1) **Individual Augmentee (IA)/Global Support Assignment (GSA)/Overseas Contingency Operations (OCO)/Irregular Warfare/Afghanistan-Pakistan Hands (APH) Program Assignment**

(a) The board may give favorable consideration to those officers who have displayed superior performance while serving in IA/GSA/OCO/APH assignments in direct support of OCO, Irregular Warfare, and the National Defense Strategy, and in particular, those IA/GSA/OCO/APH assignments that are extraordinarily arduous or which involve significantly heightened personal risk. These individuals are developing valuable combat and nation-building skills under stressful

conditions. Such assignments may not be typical of the officer's traditional community career path, and the officer may be rated by a reporting senior unfamiliar with the officer's specialty and the Navy fitness report system.

(b) IA/GSA/OCO assignments may take an officer out of the normal community career path for periods up to one and a half years. APH assignments consist of extensive specialized training and multiple, non-standard deployments that may take an officer out of the normal community career path for periods of up to three and a half years.

(c) **Note that CHC officers are noncombatants.** Chaplains do not have the same IA/GSA/OCO/APH assignment opportunities as other communities. However, chaplains develop combat experience through support of warfighters in operational environments within the Navy, Marine Corps, and Coast Guard. The board may give favorable consideration to those CHC officers who have displayed sustained superior performance in operational assignments to include Navy fleet, Fleet Marine Force (FMF), Coast Guard sectors, and IA/GSA/OCO/APH assignments.

(2) **Education and Professional Development.** The board shall give favorable consideration to those officers with relevant graduate education, experience in specialized areas, and Navy Professional Military Education and Joint Professional Military Education (JPME). In May 2018, the Unrestricted Line (URL) instituted a board selection process for in-residence graduate education programs. That board selection process ensures that URL officers with superior performance records are afforded the opportunity for in-residence graduate education. Cultivation of our best and brightest officers through in-residence learning enhances critical thinking skills with a direct correlation to enhanced warfighting expertise. Beginning with officers in year group 2015, in-residence graduate education will be required prior to assuming major command. In determining officers who are best and fully qualified for promotion, the board should give favorable consideration to officers who have obtained relevant graduate degrees while in-residence.

(a) The Navy values completion of graduate education and development of a subspecialty. Degrees from the Naval Postgraduate School, the Naval War College or equivalent Service institutions, and civilian education programs that result in

assignment of a subspecialty code or award of Additional Qualification Designation (AQD) codes are desirable. Proven expertise from an experience tour utilizing that subspecialty is fundamental to development of Navy leaders.

(b) The Navy values competitive scholarships and fellowships, examples of which include: Olmsted Scholar, Marshall Scholar, Rhodes Scholar, White House Fellowship, Secretary of Defense (SECDEF) Corporate Fellowship, Tours with Industry, Fleet Scholars Education Program, and Federal Executive Fellowships (e.g., politico-military and cyber).

(c) Best qualified officers seek opportunities to broaden their cultural awareness through experiences and education and to enable better communication in a global operating environment.

(d) The Navy values the importance of Naval Reserve Officers Training Corps (NROTC) and U.S. Naval Academy (USNA) duty in building and developing future Navy leaders. When reviewing an officer's qualifications for the next higher grade, you should give favorable consideration to NROTC/USNA assignments.

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

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

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

(4) **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 (4), represent critical requirements that 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.

(c) This guidance does not apply to boards for competitive categories in which there are no joint officers eligible for consideration.

(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 URL, Aerospace Engineering Duty Officers, and Engineering Duty Officer communities all contain Acquisition Corps officers. In addition, contracting skills are based in the Supply Corps and Civil Engineer Corps. While there are specific needs and backgrounds in each community, there are overarching acquisition skill sets which are valued and found in all of these communities. Officers who possess these skills, regardless of the community to which they belong, are valued and necessary for

the health of the Acquisition Corps, and should be considered in the broad context of the Acquisition Corps. Examples of these overarching skill sets include technical and operational knowledge of Command, Control, Communications, Computers, and Intelligence (C4I), combat systems, unmanned systems, systems engineering, enterprise information systems, information technology (IT), and weapons and major weapons systems (e.g., ships and aircraft). In determining the best and fully qualified officers for promotion, you shall give equal consideration to outstanding performance whether in an acquisition or non-acquisition position.

e. **Demonstration of Core Attributes**. The challenges facing our Navy are growing in scope, scale, and pace. To meet these challenges, the Navy needs male and female leaders who have demonstrated estimable character and are prepared for decentralized operations. You should give careful consideration to officers who demonstrate the four core attributes that guide our decisions and actions: integrity, accountability, initiative, and toughness. Integrity may be demonstrated as an individual or as a team member, by displaying conduct that is upright and honorable, and by working to strengthen the resolve of his or her peers, superiors, and subordinates. Accountability may be demonstrated by achieving and maintaining high standards, honestly assessing progress, and adjusting as required. Officers demonstrate initiative by taking ownership, acting to the limit of their authorities, and looking at new ideas with an open mind. Toughness can mean marshalling all sources of strength and resilience, including rigorous training, encouraging the fighting spirit of our people, and providing steadfast support of our families. Officers who demonstrate these core attributes ensure the U.S. Navy remains the world's finest navy and deserve your careful consideration when selecting officers who are best and fully qualified.

6. **Medical Community Considerations**. Navy Medicine needs exemplary leaders able to thrive and inspire/deliver results, especially in complex and challenging times. Knowledge and proven performance/experience in a variety of settings including operational medicine, joint medical operations, and current garrison health care and fleet/FMF support is necessary. Future leaders must understand and have experience across the continuum of care that is Navy Medicine. Additionally, Navy Medicine greatly values joint experience and formal education, including JPME with knowledge and experience in a variety of settings

including joint medical operations and current garrison health care delivery and operational support initiatives. Duty or service in combined or other staff positions at senior levels of government should also be considered favorably.

a. The Navy requires officers of exceptionally high professional, operational, clinical, and business competence with the intellectual capacity to think analytically and express themselves articulately. They must have the energy to create and communicate the organization's vision, as well as build and motivate teams to accomplish that vision. Our leaders must be calculated risk-takers, inclusive in decision-making, and trusted by subordinates. They must have the courage to stand on principles and demonstrate a clear potential to lead the Navy of the future. They must recognize talent and mentor, coach, and develop juniors, then build the environment in which subordinates can thrive. They must understand and use best clinical practices and business tools in managing the health and readiness of our operating forces to ensure they are healthy and on the job. Our Medical Community's leadership must be drawn from those officers who clearly understand Navy Medicine's obligation to support the fleet and Marine Corps and demonstrate the capacity to meet the challenges of our commitment to maritime superiority.

b. You must ensure that Navy Medicine's future leaders possess the broad knowledge necessary to support the operating forces and are acknowledged leaders within their operational, clinical, scientific, and other specialties. Likewise, officers selected must have demonstrated exceptional managerial skill and professional competence in executive and staff roles in the Fleet, Marine Corps, or shore establishment. In determining those officers best qualified for promotion, you should select those officers who have served in a broad spectrum of assignments requiring expertise in diverse functional areas. You shall give consideration to an officer's academic, clinical and/or scientific proficiency as a health professional to at least as great an extent as you give to that officer's administrative and management skills. Strong consideration should be given to board certification when a board certification exists for the specialty. It should be noted that, although there is no set career path for upward mobility, those you select will be placed almost assuredly in positions that require broad military and medical perspectives beyond the Department of the Navy. When officers serve in operational

and/or joint environments where they are often among a small or "1-of-1" peer group, or where reporting seniors may be unfamiliar with the medical department career paths and/or the Navy fitness reports system, special attention must be taken in reviewing those officers' records. Excellence in operational support settings should receive special consideration as Navy Medicine shifts greater focus to readiness and operational support. For operationally-focused specialties, consideration should be made for those officers who have demonstrated consistent superior performance and operational commitment.

c. The Navy values completion of graduate education and development within an officer's subspecialty. For officers currently in or who have successfully completed a Duty Under Instruction (DUINS) program (to include residencies and fellowships), the board shall give consideration to at least as great an extent as the board gives consideration to an officer's administrative and management skills, as these officers were competitively selected by Navy Medicine for these valued programs. The Navy has invested significantly in superior officers selected for DUINS and other educational opportunities. Special attention should be given to those officers who, while in these educational programs, may not have had the opportunity for peer comparison on fitness reports. That should not be considered adverse or detrimental.

d. Officers best and fully qualified for promotion to commander and below in Navy Medicine are those who have demonstrated tactical mastery of their specialty and demonstrated superior leadership in the clinical, scientific, academic, and/or operational settings. Best and fully qualified officers for the rank of commander and below will be those who have demonstrated superior sustained performance in jobs that demonstrate increasing responsibility, scope, and complexity across the spectrum of military medicine, especially inclusive of operational platforms.

7. **Judge Advocate General's (JAG) Corps Community Considerations**. The JAG Corps enhances the readiness and capabilities of the Navy and Joint Force through legal work and advice provided by well-trained and experienced judge advocates. This includes advice to commanders at sea and ashore, service to individual clients, military justice, and staff-based policy and legal work that keeps the Navy on a solid legal foundation. To deliver legal services in a fleet-focused and client-focused

manner, the JAG Corps benefits from drawing on the talents of officers with a more generalist career path and on the talents of officers with deeper expertise in specific areas of practice. In determining the best and fully qualified officers, equal weight shall be given to equivalent levels of individual performance and team contribution in all assigned billets, based on guidance provided in the precept and convening order. Ultimately, judge advocate duty assignments are made in the best interest of the Navy.

a. **Assignment to Office of Military Commissions (OMC).** On May 14, 2008, the Deputy Secretary of Defense wrote that "military commissions are a national priority. Conducting a fair, just, and transparent military commissions process is the Department's top legal services priority and necessitates our commitment to dedicate the right number of and most skilled legal practitioners the Department has to offer." The JAG Corps has met this commitment to provide skilled legal practitioners to OMC, including some officers detailed well outside their anticipated career path. The JAG Corps must continue to value the important contributions of skilled legal practitioners at OMC.

b. **Military Justice Litigation Career Track.** Since 2007, the JAG Corps has maintained a separate career track for officers who specialize in prosecuting, defending, and judging criminal cases. After competitive selection by an administrative board, these officers spend significant portions of their careers in litigation-related billets.

c. **Post-Graduate Education.** Give equal weight to post-graduate legal education obtained at military and civilian institutions.

d. **Navy Reserve Officers Recalled to Active Duty.** A recalled officer's record shall not be discounted simply because it contains fewer active-duty fitness reports than a peer's record.

e. **Law Education Program.** The Law Education Program (LEP) enhances the JAG Corps' fleet-focus and connection to the Navy and Joint Force. Based in statute, the LEP is an accession source for a limited number of competitively selected officers from other designators who bring valuable experience and perspectives from the fleet. Selected officers receive Navy-

funded orders to study law for up to three years, which is a substantial investment. Records of officers accessed via the LEP may reflect little time as a judge advocate and considerable time as an officer of another designator and as a student with non-observed fitness reports. The Board shall give due consideration to the substantial investment made by the Navy in this accession program. The Board shall give equal weight to equivalent levels of individual performance and team contribution by LEP officers in their previous designators and during law school as the board gives to performance by officers from other accession sources in judge advocate billets.

8. **Supply Corps (SC) Community Considerations**. The Navy requires SC leaders with utmost integrity, moral excellence, and professional acumen who have demonstrated sustained superior performance in positions of increased responsibility. SC officers recommended for promotion must have balanced professional expertise to include demonstrated leadership, operational proficiency, and supply expertise achieved through both shore and policy tours, and fleet and operational tours. The Navy values SC officers who can recognize talent and are committed to mentoring and coaching juniors to develop future senior leaders of the Supply Corps.

a. Officers who have a successful track record of accountability and sustained superior performance during two operational tours have demonstrated the potential to succeed at the level of lieutenant commander. It is highly valued that at least one of those operational tours be in an afloat unit, and that at least one SC warfare qualification has been attained.

b. Successful completion of a department head afloat or a department head expeditionary tour is highly valued and indicative of the potential to succeed at the level of lieutenant commander.

9. **Chaplain Corps (CHC) Community Considerations**

a. The CHC exists to support Sailors, Marines, Coast Guardsmen, and their families, in the exercise of their religious freedom. The opportunity to practice their faith wherever they serve has the benefit of increasing their personal resilience. CHC officers should excel in Professional Naval Chaplaincy (PNC), delivering the core capabilities of providing religious ministry to those of their own faith, facilitating for

those of other faith traditions, caring for all personnel, and delivering relevant advice to commanders. Success and sustained exceptional performance at a level commensurate with or above their rank in these areas are important attributes to consider. The chaplains selected for promotion should be leaders of integrity who have demonstrated proficiency in personnel and project management, operational planning and execution, mastery of administrative processes, and commitment to the professional development of themselves, their subordinates, and the CHC. You must ensure that Navy CHC's future leaders possess the broad knowledge necessary to support the operating forces and are acknowledged leaders, demonstrated by their exceptional leadership ability, professional competence, and executive/staff roles in support of operational and shore assignments.

b. Career Paths. Because chaplains serve in the Navy, Marine Corps, Coast Guard, and Joint environments, there is no standard or expected career path. The CHC values initiative and as indicated by the successful completion of arduous assignments, milestone billets, and IA/GSA/OCO/APH opportunities, and, in the case of Reserve Compenent chaplains, mobilizations. Chaplains demonstrate their professional development by mastering core competencies rather than by accumulating experiences associated with any particular sequence of billets. In determining those officers best qualified for promotion, you should consider favorably those officers who have demonstrated sustained superior performance as indicated by evidence of excellence in the following twelve competencies:

(1) Communication

(2) Decision Making

(3) Leadership

(4) Strategic Planning

(5) Community Principles

(6) Quality Improvement

(7) Stewardship and Managing Resources

(8) Administration

(9) Problem Solving

(10) Service Focus

(11) Teamwork

(12) Managing People

c. Additional Education, Training, and Professional Development. The CHC values education, training, and professional development. All CHC officers enter service with at least one master's degree.

(1) Advanced Education. Officers who have participated in advanced education beneficial to the Navy (e.g., Navy-funded, personal expense, etc.) after entering service that leads to another master's degree, post-graduate certification, or doctorate degree should be given favorable consideration. Schooling associated with non-observed time should not be viewed as detrimental to promotion potential.

(2) Subspecialty requirements. Officers who have successfully applied subspecialty expertise in a follow-on tour (Religious and Culture, Pastoral Counseling, and Ethics) should be given favorable consideration.

(3) FMF Qualification Designator. Favorable consideration should be given to those assigned to FMF tours and have been awarded the FMF Qualification Designator (AQD 55F).

(4) CHC Communities of Interest (COI). Officers who have been appointed to lead a CHC COI should be given favorable consideration.

d. Fitness Reports. Take special care when reviewing fitness reports written by officers of the Marine Corps, Coast Guard, Merchant Marine, or commanders in joint environments where reporting seniors may be unfamiliar with the Navy fitness reports system.

e. Navy Reserve Officers Recalled to Active Duty. The CHC Community is a mix of direct accessions and indefinite recalls. Navy Reserve officers who have been recalled to active duty will have fewer active-duty fitness reports than their continuous active-duty peers. Due consideration shall be given to the

fitness reports available and the quality of performance reflected in the record. A recalled officer's record shall not be discounted simply because it contains fewer active-duty fitness reports than an active-duty peer's record.

f. Officers who have a successful track record of accountability and sustained superior performance in diverse or arduous assignments demonstrate the potential to succeed at the level of lieutenant commander. It is strongly encouraged that at least one of these tours be operational (afloat or FMF).

10. **Civil Engineer Corps (CEC) Community Considerations**

a. As the Navy's shore installation and expeditionary engineers, senior CEC officers are expected to display sustained superior performance in the three CEC core competencies: Facilities Management and Acquisition; Seabees, Naval Construction Force Units, or other expeditionary units; and, Navy/Marine Corps/Joint Staff. Integral to this performance, officers must possess exceptional people, teamwork, and leadership skills to work in linear and matrix organizations with uniformed, civil service, and industry personnel at all echelons of command and levels of government.

b. Although there is no singular career path for upward progression, all officers under consideration for promotion must exhibit continued increase in job responsibility and job diversity commensurate with their rank. Experiences in overseas contingency, humanitarian assistance/disaster response, and theater security cooperation program operations are valued. Assignments with an operational unit or as an individual augmentee should be considered equally.

c. While all CEC officers recommended for promotion must be the best qualified within their respective promotion categories, the Navy requires CEC Community leaders with exceptionally high professional engineer and business competence.

d. Officers in the CEC Community are eligible for, and generally granted, a scientific waiver for the joint qualified officer (JQO) designation requirement for flag officer promotion. However, JPME and joint experience are valued.

e. A limited number of CEC billets support Naval Special Warfare, Ocean Facilities Program, Combatant Command staffs,

instructor duty, and other unique requirements. Officers selected to perform these sensitive duties are extensively screened and complete demanding proficiency training and may have multiple-tour operational assignments that can preclude them from serving in traditional CEC career path billets. Due consideration should be given to outstanding performance by members in these 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.

f. All fully qualified CEC lieutenant commanders should have experience in facilities management, acquisition, and expeditionary assignments.

g. Expected achievements include: registered as Engineer in Training (AQD: 950), if the officer is pursuing Professional Engineer licensure; completion of at least one Architecture Registration Exam (AQD: 953); or, completion of the Architecture Experience Program hours (AQD: 954), if the officer is pursuing Registered Architect licensure.

h. Additional valuable achievements include: registered as a Professional Engineer (AQD: 951); Registered Architect (AQD: 952); Acquisition Level I (AQD: AC1); and, Seabee Combat Warfare qualification (AQD:960) or other warfare qualification, if a lateral transfer to the community. JPME and other technical/professional certifications are highly valued. Completion of the Public Works Certification Level 2 or Level 3 (AQD: 9P2, 9P3) is highly valued.

11. **Recommendation for Reorder of Active-Duty Officers of Particular Merit**

a. After the board has determined all best and fully qualified officers who should be recommended for promotion, it shall proceed to determine whether any of the recommended officers are of particular merit to be placed higher on the promotion list than their lineal number would place them. The officers recommended for merit-based reordering are, in the opinion of the majority of the members of the board, to be placed higher on the promotion list and in the order recommended; or, no officers are recommended for merit-based reordering, in the opinion of the majority of the members of the board.

b. A number not to exceed 15 percent of the total selections authorized for each grade and competitive category may be placed higher on the promotion list unless the number calculated is less than 1, in which case the number that may be placed higher on the promotion list is 1. The board may determine that no officers should be placed higher on the promotion list than their lineal number would place them.

c. Officers of particular merit are those officers whose records contain documented performance consistently superior to the performance of other officers recommended for promotion by this board.

d. No officer recommended for promotion shall be moved down on the promotion list except by insertion of the name of an officer of particular merit above that officer's name.

e. If the board recommends officers of particular merit be placed higher on the promotion list, then the board shall recommend the order in which those officers should be placed on the list.

Gregory J. Slavonic

Statutory and Regulatory Promotion Objectives

PROMOTION SELECTION [BOARD OR BOARDS]

(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 ≥ 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 ≥ 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 ≥ 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 ≥ 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.

ENCL 4