THE SECRETARY OF THE NAVY
WASHINGTON, D.C. 20350-1000

JUN - 3 2014

From: Secretary of the Navy
To: President, FY-15 Navy Reserve Chief Warrant Officer W-3, W-4, and W-5 Promotion Selection Boards

Subj: ORDER CONVENING THE FY-15 PROMOTION SELECTION BOARDS TO CONSIDER CHIEF WARRANT OFFICERS ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF W-3, W-4, AND W-5

Ref: (a) FY-15 Active-Duty and Reserve Navy Officer and Chief Warrant Officer Promotion Selection Board Precept

Encl: (1) Board Membership

1. **Date and Location**

a. The promotion selection boards, consisting of you as president and the officers listed in enclosure (1), are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, June 19, 2014, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter and the FY-15 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-15 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
Chief Warrant Officer (W-3)	AFQ*
Chief Warrant Officer (W-4)	67
Chief Warrant Officer (W-5)	50

*** All Fully Qualified**

3. **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.

a. **Consideration of Reserve Chief Warrant Officers "Below the Zone."** Below-zone promotions are not authorized for Navy Reserve Chief Warrant Officers.

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.

(1) **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, see reference (b) competency/skills information, included in reference (a).

Chief Warrant Officer (W3):

1. N/A

Chief Warrant Officer (W4):

1. N/A

Chief Warrant Officer (W5):

1. N/A

c. **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 should 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.

(e) In this age of limited resources and fiscal constraints, you should also consider for promotion those men and women who as Navy leaders have successfully demonstrated judiciousness in fiscal resources, personnel, facility management, energy resource management and technology, all of which are of vital importance to our Navy today and in the future.

Ray Mabus