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COMPARING PROMOTION OUTCOMES FOR NAVY SUPPLY CORPS OFFICERS BY COMMUNITY VALUES

June 2024

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OFFICERS BY COMMUNITY VALUES**

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ABSTRACT

The May 2023 Office of Personnel Monthly update identified that 35% of Lieutenants and Lieutenant Commanders and 38% of Commanders believe boards do not pick the best candidates (Office of Supply Corps Personnel, 2023b). These statistics question the boards' use of the communities' values in the O-4, O-5, and O-6 promotion boards. This Capstone Project uses descriptive statistics to compare FY23 promotion results to examine whether they are in line with the Supply Corps community values and convening orders. We use the proportional T-test to determine the statistical significance of the individual variables identified in the Secretary of the Navy convening orders and the Supply Corps community values. As a result, we have determined that the FY23 promotion results were consistent with both the Supply Corps community values and convening orders. Additionally, we also identified statistically significant variables that are not addressed in either document or the subjectivity within the merit reorder process. Future promotion boards can utilize our research to better align messaging and promotion to alleviate the concerns that boards do not pick the best candidates.

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LIST OF ACRONYMS AND ABBREVIATIONS

APM	Acquisition Professional Membership
AZ	Above Zone
BQC	Basic Qualification Course
BZ	Below Zone
CAPT	Captain
CDR	Commander
CG	Cruiser
CO	Commanding Officer
CPI	Continuous Process Improvement
CRUDES	Cruiser/Destroyer
CVN	Aircraft Carrier, Nuclear Propulsion
DDG	Destroyer
EODGRU	Explosive Ordnance Disposal Support Group
EP	Early Promote
ERP	Enterprise Resource Planning
ESB	Expeditionary Sea Base
FITREPS	Fitness Reports
FLTMPS	Fleet Management & Planning System
FY	Fiscal Year
FYDP	Future Years Defense Program
GSA	Global Support Assignment
HICS	Hazardous Inventory Control System
IA	Individual Augmentation
IT	Information Technology
IZ	In Zone
JPME	Joint Professional Military Education
JQO	Joint Qualified Officer

LCDR	Lieutenant Commander
LDO	Limited Duty Officer
LHA	Landing Helicopter Assault Ship
LHD	Landing Helicopter Dock Ship
LOGIT	logistics information technology
LOGSU	Logistics Support Group
LPD	Amphibious Transfer Dock
LSD	Dock Landing Ship
LT	Lieutenant
LTJG	Lieutenant Junior Grade
MCM	Minesweeper
MILCON	Military Construction
MP	Must Promote
MSC	Medical Service Corps
NAVADMIN	Navy Specific Administrative Message
NAVSUP	Navy Supply Systems Command
NPS	Naval Postgraduate School
NROTC	Naval Reserve Officer Training Corps
OCS	Officer Candidate School
OIS	Ordnance Information System
OP	Office of Personnel
OPNAV	Office of the Chief of Navy Personnel
OR	Operations Research
OTS	One Touch Support
P	Promotable
PRD	Projected Rotation Date
PSR	Performance Summary Record
RADM	Rear Admiral
RSCA	Reporting Senior's Cumulative Average

SECNAV	Secretary of the Navy
SLT	Single Longer Tour
SRM	Sustainment, Restoration, and Modernization
SSBN	Ballistic Missile Submarine
SSGN	Guided Missile Submarine
SSN	Fast Attack Submarine
SUPPO	Supply Officer
SWO	Surface Warfare Officer
USNA	United States Naval Academy

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I. INTRODUCTION

The Navy Supply Corps is a continuously changing organization and the promotion system is constantly evolving. Two documents, the Secretary of the Navy convening orders and the Supply Corps community values, drive each promotion board. As a result, the variables outlined in both documents should be identifiable in the board results.

A. PURPOSE

This capstone research examines the Navy Supply Corps officer community career tracks, describes the officer selection board process, and conducts a descriptive analysis of the fiscal year (FY) 2023 Navy Supply Corps officer selection results for the paygrades of Lieutenant Commander (O-4), Commander (O-5), and Captain (O-6). In a study conducted by Newsom et al. (2020), only 20% of polled Supply Corps officers at Naval Postgraduate School (NPS) felt that their career path objectives were adequately communicated, resulting in a lack of transparency. Their study identified a negative perception towards senior Supply Corps leadership. This may create a community of naval officers who do not believe in the community values and published board convening orders that specify many promotional requirements such as expertise in Supply Corps line of operations, merit reorder considerations for O-4 afloat tours as well earning warfare qualifications in each qualifying assignment (Secretary of the Navy, 2022a). Furthermore, the negative perspective was echoed in the Spring 2021 Navy Supply Corps community satisfaction survey, which highlighted multiple concerns regarding career progression, selection boards, and community challenges. The goals of this research are to identify the factors that are associated with a higher probability of promotion to Lieutenant Commander (O-4), Commander (O-5), and Captain (O-6), and analyzing their consistency with the Supply Corps community values and convening orders. We achieve this by analyzing FY 2023's selected and non-selected O-4, O-5, and O-6 promotion results to determine if there are common factors that influence promotion and different career tracks available to Navy Supply Corps officers. Furthermore, we provide relevant insight into the board selection process that could be expanded into further research on this topic.

B. PROBLEM STATEMENT

For fiscal year 2023, we examined the promotion selection results for Lieutenant Commander (O-4), Commander (O-5), and Captain (O-6) and determine whether fiscal year 2023 promotions are consistent with the community values. Using data collected from Navy and government sources and community publications, we identified the billets, qualifications, and subspecialties for each individual and determined whether specific characteristics led to a higher selection rate. First, individual promotion data was retrieved from the Fleet Management and Planning System. The data was then compiled by promotion zone and compared with the Supply Corps Community Values and the SECNAV convening orders.

The community perceives networking and “who you know” as more valuable than how you perform (Office of Supply Corps Personnel, 2023b, p. 4). The results of our study determined that the concerns from the 2021 community satisfaction survey are not valid, with one caveat. Merit reorder had a small sample size (only nine), which made analysis difficult, but its results supported the “who you know” stigma. Furthermore, we were able to describe which characteristics or criteria are associated with a higher selection rate at each rank and whether these associations differ by the following categories: Above-Zone, In-Zone, Below-Zone, and Merit Reorder. The data showed that these variables align with the Supply Corps community values and convening orders.

C. RESEARCH QUESTIONS

We derived our primary and secondary capstone research questions from the Supply Corps community survey of May 2023.

1. Primary Research Question

- What are the factors associated with a higher probability of being selected for promotion to Lieutenant Commander (O-4), Commander (O-5), and Captain (O-6)?
- Are the factors identified above consistent with the Supply Corps community values and convening orders?

2. Supporting Research Questions

- Do specific billets, qualifications, sub-specialties, and awards present a higher selection rate?
- Does community re-designation into the Supply Corps negatively affect an officer's chance to be promoted to Lieutenant Commander (O-4)?
- How have the Supply Corps community values and convening orders changed in the last five years?

D. SCOPE AND METHODOLOGY

The intent of this capstone research is to evaluate if the promotion results for the fiscal year 2023 are consistent with the guidelines provided by the Supply Corps community values and board convening order, which serves as a guide to Supply Corps officers. The team conducted literature reviews of Navy Supply Systems Command (NAVSUP) instructions, Navy publications, published promotion board documents, Supply Corps community career guidance manuals and briefs, and a Navy database system. The study reports our findings and research limitations, provide recommendations, and introduce ideas for further research.

1. Scope

This capstone research effort explores the Navy Supply Corps officer community values, convening orders, a critical review of several Supply Corps officer career progression publications, and NAVSUP documents.

2. Methodology

In May 2023, the 49th Chief of the Supply Corps and NAVSUP published the community concerns regarding “networking” and “who you know” as more critical promotion factors as opposed to how you performed (Office of Supply Corps Personnel, 2023b, p.4), we collected several published documents, briefs, and extracted data from a Navy database system. Based on this data, we used descriptive statistics to analyze those who were boarded for Lieutenant Commander (O-4), Commander (O-5), and Captain (O-

6) and match the criteria described in the Secretary of the Navy (SECNAV) convening order and the Supply Corps community values. This research also examines the Supply Corps community career tracks that an officer can pursue and seeks to determine if such tracks result in a positive career outcome.

E. SUMMARY

In the following chapter, we described the Supply Corps community, its values, the detailing process, the promotion process, and career paths for junior, mid-grade, and senior officers. In Chapter III, we described current career trends, reviewed other promotion studies, and compared different naval officer communities' career paths. Chapter IV consists of our analysis of the FY23 Supply Corps promotion results for Lieutenant Commander (O-4), Commander (O-5), and Captain (O-6). In Chapter V, we summarized and interpreted our findings. Finally, in Chapter VI, we concluded our research, discussed our limitations, and identified opportunities for additional research.

II. NAVY SUPPLY CORPS AND PROMOTION

A. OVERVIEW OF THE NAVY SUPPLY CORPS

The modern-day Supply Corps officer grew out of a need for logisticians to manage supplies as the Navy grew larger. They were known as Pursers, Pay Corps officers, and finally, Supply Officers in 1913 (Schmitt, 2021, para. 34). Supply Corps officers manage the receipt and stowage of equipment, including repair parts and hazardous material. Additionally, they oversee various ship services such as the ship's store and food service. All their efforts resulted in improved food quality, morale, and the ability to complete maintenance in support of the mission.

The Supply Corps community encompasses over 3,000 active and reserve component naval officers. The community also includes warrant officers and limited duty officers. Supply Corps officers can hope to be appointed as high as Vice Admiral. These officers can be found serving on all platforms of ships, submarines, squadrons, expeditionary units, and all shore installations across the world: "One third of Supply Corps officers serve in operational assignments, making them the most operational of all Navy staff corps." (Schmitt, 2021, para. 36).

Supply Corps officers are trained in skills and functional areas, such as supply chain management, operational logistics, planner, operational research, contracting/acquisitions, financial management, fuel management, and information technology (IT) logistics (Office of Supply Corps Personnel, 2011a). The responsibilities of the Supply Corps are similar to those of executive positions in the private industry, which makes their role vital as the environment evolves to deliver operational logistic requirements to meet the mission. The Coat of Arms of the Navy Supply Corps is "Ready for Sea." The Supply Corps officer adapts this ethos and supports the warfighters, ensuring ships and units are fully prepared to accomplish their missions.

B. WHAT IS A NAVY SUPPLY CORPS OFFICER

1. Overview

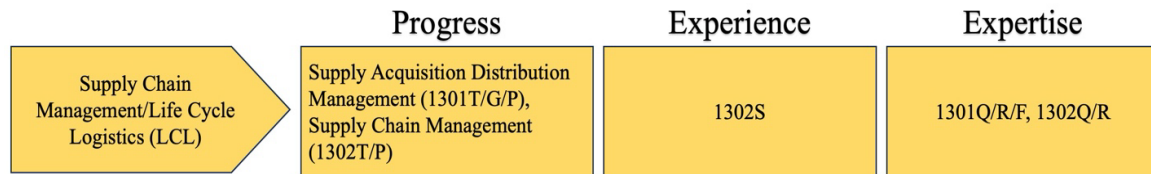
In short, a Navy Supply Corps officer is a generalist with extensive operational experience in multiple environments and holds at least one Supply Corps competency in a line of operation. In his NAVSUP 2021 Guidance, Rear Admiral (RADM) Stamatopoulos, the 49th Chief of the Supply Corps, arranged the Supply Corps into four lines of operations. Each Supply Officer can be in one or more lines of operations, including acquisition and life cycle sustainment, supply chain management, operational logistics, and afloat and expeditionary (Stamatopoulos, 2022). Officers can specialize in Supply Chain Management, Business Financial Management, Contracting Management, Operational Logistics, Planning, Fuels Management, Information Technology Management, and Joint Operations.

2. Lines of Operation, Specialization, and Competencies

Supply Corps officers operate within four lines of operation: Supply chain management, acquisition and life cycle sustainment, operational logistics, and afloat and expeditionary. These four lines of operation allow Supply Corps officers to specialize in seven competencies: supply chain management, acquisition and contract management, business financial management, operational logistics, petroleum management, operations research, and logistics information technology (Office of Supply Corps Personnel, 2011a). Each Supply Corps officer will be exposed to at least one competency and line of operation and encouraged to seek more experience. We discuss each competency and their career progression in the following paragraphs.

Supply chain management, as a line of operation and competency, focuses on the logistics required to maintain the global supply chain of new and existing weapon systems: “Supply chain management is a cross-functional approach to integrate procurement, suppliers, manufacturers, warehouses & end-users to deliver products & services for military material applications to satisfy service readiness requirements” (Stamatopoulos, 2022, p. 7). As an officer progresses through Figure 1, they can expect to gain experience at NAVSUP Weapons System Support or Defense Logistics Agency – Land and Maritime. Such tours involve projecting material requirements, forecasting, and inventory

management (Office of Supply Corps Personnel, 2011b). Supply chain management is a broad line of operation, and most Supply Officers will be exposed to it throughout their careers.

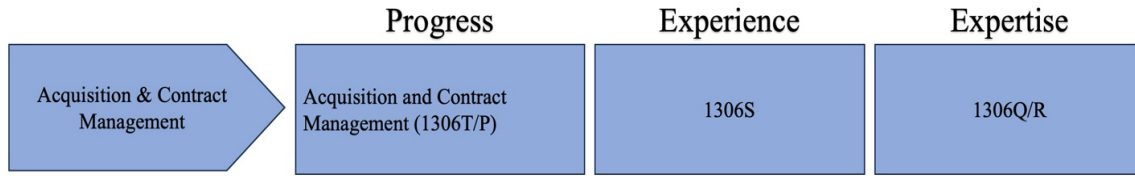


Notes: T – In training. G – Holds a master’s degree that does not meet the education skill requirements (ESRs). P – Holds a master’s degree that meets the ESRs. Q – Holds a master’s degree that meets ESRs and has significant experience. R – Does not hold a master’s degree but has significant experience. F – Holds a master’s degree that does not meet ESRs and has significant experience. S – Significant Experience.

Figure 1. Supply Chain Management/Life Cycle Logistics Career Progression. Source: A. Turner (2022).

The second line of operation, acquisition and contract management, consists of two competencies: contract management and business financial management. Both competencies are intricately involved in each line of operation. Additionally, they begin and end all acquisition and sustainment efforts.

Contract management provides support, from procuring individual services and goods to major weapon systems: “Contracting Officers are responsible for providing business advice and negotiating the delivery of services, material, and information to the government” (Office of Supply Corps Personnel, 2022b, p. 2). Effective contract management requires experience and expertise, which is only gained through education and practice. As Figure 2 shows, education relates to progress, while practice refers to experience. The experienced contract manager would achieve a subspecialty code of 1306R or 1306Q with years of experience and education. A contract manager in their early career can expect to be a contract specialist under an experienced supervisor. As the specialist progresses through their career, they can manage smaller contracts as they seek authorization or warrants for higher dollar thresholds.

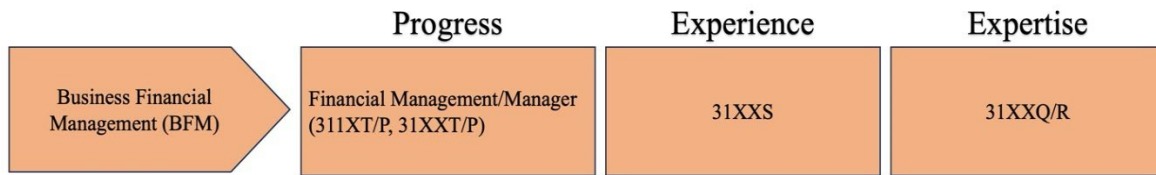


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Figure 2. Acquisition & Contract Career Progression. Source: A. Turner (2022).

Financial managers execute financial programming, financial management policies, budget development, and budget execution: “Financial Management billets play a critical role in sustaining the fleet by serving as comptrollers, supporting major acquisition programs, and managing fiscal policy” (Office of Supply Corps Personnel, 2023a, p. 7). Within the community, programmers and comptrollers control the planning and execution of funds. A financial manager often starts as a programmer or executes funding under an experienced manager. As financial managers progress, as seen in Figure 3, they move into more specialized billets such as programmers or comptrollers. A programmer develops the Future Years Defense Program (FYDP), a five-year budget. Programmers at the Office of the Chief of Navy Personnel (OPNAV) reconcile budget requests from system commands with requirement managers. Throughout the fleet, “Comptrollers produce auditable financial statements, execute budgets, and ensure financial policy compliance” (Office of Supply Corps Personnel, 2023a, p. 7). Supply Officers in these positions manage a portfolio of units, which receive funding to meet operational requirements and ensure fiscal policy is followed.

Positions for both contract and financial managers are available throughout the fleet but widely focused at Fleet Logistics Centers and systems commands such as NAVAIR, NAVSEA, and NAVSUP. However, their level of responsibility varies. At an FLC, both can expect to handle numerous actions with lower dollar values, while those at systems command will manage fewer but higher dollar value actions.

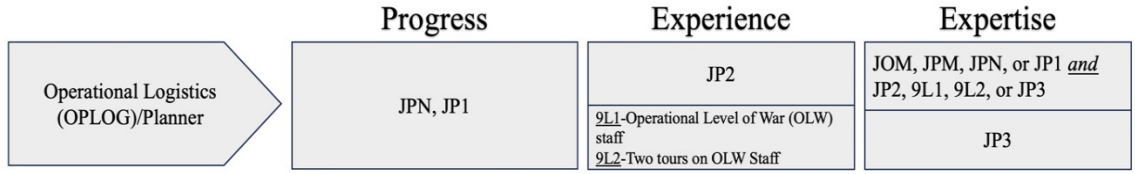


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Figure 3. Business Financial Management Career Progression. Source: A. Turner (2022).

The third line of operation is operational logistics, which consists of four competencies: operational logistics, petroleum management, operations research, and logistics information technology. Operational logistics is performed at the operational level of war: “Operational logistics address sustainment within the military theater of operation. It connects the supply chain & logistics effort of the strategic level with those of the tactical level necessary to maintain & prolong operations until mission accomplishment” (Stamatopoulos, 2022, p. 7). The operational logistician creates the sustainment plans to support each numbered fleet within each competency.

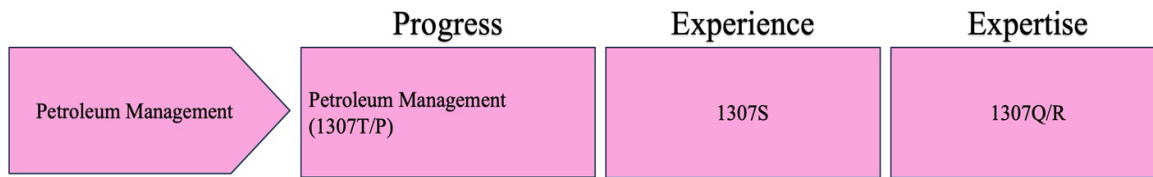
For Supply Corps officers, operational logistics often culminate in replenishment-at-sea. These events are performed to allow for indefinitely sustained operations at sea. The operational logistician maintains the theater supply chain to allow for indefinite resupply. Progress in operational logistics usually begins with joint professional military education (JPME) level 1; however, experience can be garnered without JPME-1, but qualification requires education. As an operational logistician progresses through Figure 4, they gather additional experience tours and complete JPME levels one and two. The culmination point of operational logistics is designation as a joint qualified officer (JQO). At the operational level, a requirement drives the competency, which, in turn, drives plans. Petroleum management is a strong example.



Notes: JP1: Graduate of an Advanced Warfighting School, Naval War College, or College of Naval Command and Staff. JP2: An Officer who has completed a Fleet Commander Level or higher tour. JP3: Completed both JP1 and JP3 requirements. JOM: Graduate of the Maritime Staff Operations Course. JPM: Graduate of the Maritime Staff Operations Course. JPN: Graduate of the College of Naval Command and Staff or any Joint Service Staff College.

Figure 4. Operational Logistics/Planner Career Progression. Source: A. Turner (2022).

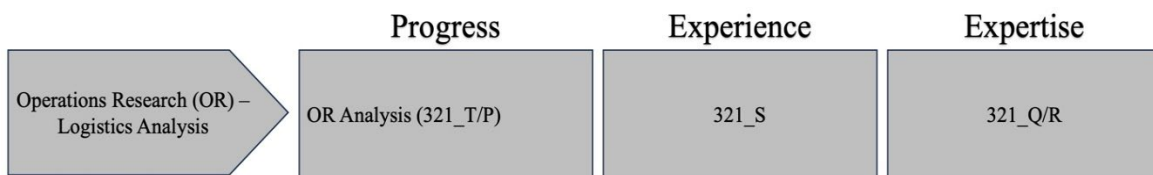
Petroleum Management Supply Officers, or fuelies, are essential in keeping military assets moving. They are responsible for all Navy petroleum, oils, and lubricants and guide the Armed Services Petroleum Purchasing Agency in Navy procurement. Fuelies manage the global supply chain for Navy Bulk Class III or fuel operations. Fuel officers can expect “fuel sampling and testing; pipeline and fuel tank repair planning known as Sustainment, Restoration, and Modernization (SRM); military construction (MILCON) project programming and execution; Continuous Process Improvement (CPI) initiatives for streamlining operations; planning fuel requirements; Compliance Inspections; Contract Management; and more” (Office of Supply Corps Personnel, 2011b, p. 21) Progression through Figure 5 typically begins with graduate education in petroleum management. Further progression relies on tours with FLCs and Defense Fuel Support Points.



Notes: T – In training. G – Holds a master’s degree that does not meet the education skill requirements (ESRs). P – Holds a master’s degree that meets the ESRs. Q – Holds a master’s degree that meets ESRs and has significant experience. R – Does not hold a master’s degree but has significant experience. F – Holds a master’s degree that does not meet ESRs and has significant experience. S – Significant Experience.

Figure 5. Petroleum Management Career Progression. Source: A. Turner (2022).

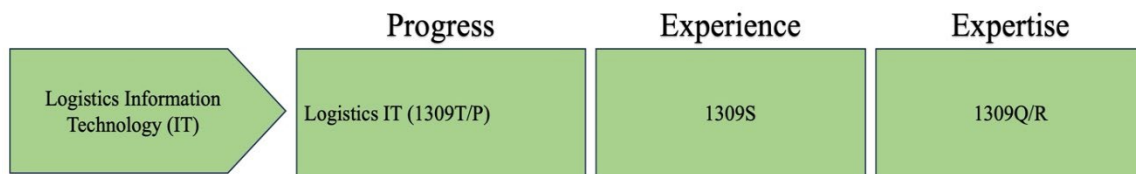
Operations Research (OR) is a field of increasing importance and is the art of “going from data to decision” (Office of Supply Corps Personnel, 2023b, p. 6). An OR Supply Officer seeks to maximize the utility of scarce resources and optimize the employment of military forces. Data analysis, modeling, simulation, and optimization are all skills used to generate the most utility for the least cost. These Supply Officers have many locations spread throughout the Supply Corps spanning the strategic, operational, and tactical levels of warfare. A Supply Officer typically begins the Operations Research pathway at the Naval Postgraduate School, as shown in Figure 6. Education shows progress in the competency, but experience and expertise are not gained without follow-on billets using the education. Experience and expertise are garnered from tours at OPNAV or SYSCOMS.



Notes: T – In training. G – Holds a master’s degree that does not meet the education skill requirements (ESRs). P – Holds a master’s degree that meets the ESRs. Q – Holds a master’s degree that meets ESRs and has significant experience. R – Does not hold a master’s degree but has significant experience. S – Significant Experience.

Figure 6. Operations Research – Logistics Analysis Career Progression. Source: A. Turner (2022).

As the Supply Corps ventures further into the digital age, managing logistics and information systems becomes increasingly important: “Logistics Information Technology (LOG IT) specialists are responsible for the acquisition, management, and infrastructure of afloat and ashore IT solutions” (Office of Supply Corps Personnel, 2022a, p. 2). Systems such as One Touch Support (OTS), Ordnance Information System (OIS), Hazardous Inventory Control System (HICS), and Navy Enterprise Resource Planning (ERP) influence the Navy as a whole. Supply Officers following a LOG IT track will directly affect these systems. Similar to operations research, logistics information technology typically begins at the Naval Postgraduate School. The Supply Corps officer would progress through Figure 7 with additional experience tours at NAVSUP Business Support Center.



Notes: T – In training. G – Holds a master’s degree that does not meet the education skill requirements (ESRs). P – Holds a master’s degree that meets the ESRs. Q – Holds a master’s degree that meets ESRs and has significant experience. R – Does not hold a master’s degree but has significant experience. S – Significant Experience.

Figure 7. Logistics Information Technology Career Progression. Source: A. Turner (2022).

The final and most important line of operation is afloat and expeditionary. All Supply Corps officers have at least one operational tour in an afloat or expeditionary environment; however, most have multiple tours in this competency. The operational arm of the Supply Corps is the afloat and expeditionary line of operation: “Procuring materials, storing materials, and expending materials necessary to maintain and prolong operations until mission accomplishment” (Stamatopoulos, 2022, p. 5). This line of operations embodies the Supply Corps motto, “Ready for Sea.”

In this section, we summarized the Supply Corps’ lines of operations, competencies, and career paths which are important promotion factors. For example, in the

Supply Corps Community Values, promotion to Commander (O-5) requires “[e]xperience in one and progress towards a second Supply Corps competency” (A. Turner, PowerPoint slides, 2022). Not only are these required for promotion, but they allow for specialization and differentiation within the community.

3. Community Values

RADM Peter Stamatopoulos, 49th Chief of the Supply Corps, stated, “Careers are built on performance, not from checklists” (Office of Supply Corps Personnel, 2023b, p. 4). RADM Stamatopoulos is correct that performance is the most crucial variable in building a career; however, it is not the only variable considered in promotion or valued by the Supply Corps. The FY-23 community brief identified one standard variable as relevant to the Supply Corps Lieutenant Commander, Commander, and Captain promotion boards (Secretary of the Navy, 2022a, p. 3). Per RADM Stamatopoulos’s guidance, sustained superior performance is weighted strongly in each board.

Demonstration of Sustained Superior Performance can be accomplished by earning Fitness Reports (FITREPS) consistently above the Reporting Senior Cumulative Average (RSCA), earning competitive hard and soft breakouts (such as my #1 LT of 20) when possible, and moving up in your FITREP cycle such as moving from a Promotable (P) to Must Promote (MP) or even Early Promote (EP) during your current assignment. (Navy Personnel Command, 2023). In the Supply Corps, Sustained Superior Performance is emphasized throughout an officer’s career as it can assist an officer in attaining their follow-on assignment. The Supply Corps defines Sustained Superior Performance as leadership billets with increasing responsibilities and complexities (A. Turner, PowerPoint slides, 2022, p. 3). We will not assess Sustained Superior Performance in this research.

The convening orders and the Supply Corps community values brief identify the best and fully qualified candidates. Both documents intertwine and serve as guidance in the board selection process. The best qualified have proven and sustained superior performance in leadership positions and challenging assignments; fully qualified are officers capable of performing the duties of the next higher paygrade (Secretary of the Navy, 2022a).

In addition, each rank has specific valued achievements meant to guide the promotion board. Per the FY23 convening order, a prospective Lieutenant Commander who has completed two operational tours, including a Department Head tour, and holds at least one warfare qualification is valued more than serving on two Division Officer tours. The Commander and Captain boards are similar and contain more specific community values, such as requiring two subspecialty codes and a graduate degree. However, the Captain board has additional milestone requirements.

The Lieutenant Commander's convening order authorizes a selection rate of up to 94% and sets the initial criteria for promotion (Secretary of the Navy, 2022d). The convening order also establishes special consideration for joint qualified officers and acquisition workforce regardless of community. Specific to the Supply Corps, the convening order mandates officers to have strong ethics, fiduciary responsibilities, a history of sustained superior performance, an operational tour in an afloat unit, and to attain warfare qualification (Secretary of the Navy, 2022d). Additionally, an at-sea Department Head tour is highly valued. Regarding selection for merit reorder, the convening order mandates two operational tours. Furthermore, the same order requires officers completing a Department Head tour to be considered favorably. The Supply Corps Community values reflect the convening order. It mandates warfare qualification and two operational tours with emphasis placed on a Department Head tour (A. Turner, PowerPoint slides, 2022). The community values place additional requirements on selection for merit reorder, such as a department head tour, warfare qualifications in each qualifying tour, and favorable consideration for overseas tours (A. Turner, PowerPoint slides, 2022). While similarities exist, each rank's convening orders and community values change.

The order convening the selection boards to consider staff corps officers on the active-duty list of the Navy for permanent promotion to the grade of Commander describes the considerations for promotion within all the various staff corps communities (Secretary of the Navy, 2022c). According to the convening order, Supply Corps professionals must have a solid understanding of acquisition, supply chain, and logistics with Fleet and Joint Force operations. Furthermore, sustained superior performance in leadership billets of increasing responsibility and complexity is most valued. The convening order and

community values state that prospective commanders must have experience in one competency and progress toward a second Supply Corps competency. They must have attained a master's degree; however, master's degrees with an associated Supply Corps competency are highly valued (Secretary of the Navy, 2022a). For merit reorder consideration the officer must have completed JPME Phase I, and favorable consideration should be given to those officers with superior performance in an O-4 afloat tour.

According to the published FY23 O-6 convening order and FY23 Supply Corps Community Brief, Supply Corps officers will be considered for O-6 when they have obtained expertise in at least one of the Supply Corps lines of operations and have experience in another Supply Corps lines of operations (Assistant Secretary of the Navy, 2022; A. Turner, PowerPoint slides, 2022). Moreover, both say that O-6 candidates who have earned JQO designation or Acquisition Professional Membership (APM) are to be favorably considered. Additionally, exceptional performance in a Supply Corps O-5 milestone tour demonstrates the skillsets required to be an O-6. However, the convening order acknowledges that O-5 milestone assignments are limited and should not be the only way to evaluate performance. For merit reorder, officers must have completed an O-5 milestone tour with FITREPs showing above superior performance, have expertise in one line of operation, experience in another, and earned APM for merit reorder consideration. We do not address sustained superior performance in this research. A few differences between the convening order and the Supply Corps Community Brief are the O-5 milestone tour and expertise and experience in lines of operations are “encouraged” (A. Turner, PowerPoint slides, 2022). At the same time, in the Supply Corps Community Brief, APM and working toward JQO attainment are only considered “strongly encouraged.” For merit reorder consideration under the Supply Corps Community Brief, board selection members should view the diversity of tours an O-6 candidate has while noting that JQO is “highly valued.”

A prospective Commander should hold a master's degree in a Supply Corps competency, have experience in two Supply Corps competencies, and complete challenging visible tours. A Captain is required to be an expert in one competency and have experience in another. At the same time, the Acquisition Professional Community membership and progression towards Joint Qualified Officer are strongly encouraged.

4. Manpower Requirement/Inventory

In FY 2022, the authorized number of active-duty Supply Corps officers with a designator of 3100 was 2,281. This includes all officers from Ensign (O-1) to Captain (O-6). The total inventory for the same fiscal year was 2,182. This equates to a shortage of 99 officers. In fiscal year 2023, as shown in Table 1, the authorized number of Supply Corps officers as previously described is 2,265 with a current inventory of 2,156, which equates to a shortage of 109 officers. (Office of Supply Corps Personnel, 2023b, p. 18). For the last five years, the convening orders have authorized favorable considerations for officers serving in Individual Augmentation (IA) and Global Support Assignment (GSA) (Assistant Secretary of the Navy, 2022). Due to the small sample size shown in Table 1, this research will not explore the effect an IA or GSA billet has on promotion.

Table 1. Supply Corps Inventory, May 2023. Source: Office of Supply Corps Personnel (2023b).

3100 Active Component						
Paygrade	Authorized	Inventory	Gross Over / Under	Non-Distributable Inventory	GSA / IA Fills	Total Delta
O-6	170	175	5	5	0	0
O-5	353	333	-20	7	1	-28
O-4	517	480	-37	7	1	-45
O-3	693	633	-60	11	2	-73
O-2	268	267	-1	8	1	-10
O-1	264	268	4	6	0	-2
Totals	2265	2156	-109	44	5	-158

Supply Corps, FY23 Officer Program Authorization as of 30 November 2022.

The Supply Corps community has struggled with manpower over the last several years. This is especially true at the Lieutenant (O-3) and senior ranks as many Supply Officers tend to exit the Navy after their four-year contractual agreement. Due to this shortfall, the community has had to change the detailing rules, focusing first on meeting operational requirements rather than the operational and shore rotation.

5. Detailing

The detailing process plays a critical role in promotion through qualifications and experience. An officer may seek more challenging assignments, overseas tours, or qualifications to improve the possibility of promotion. It is up to each officer to manage their career path. The purpose of this section is to describe how the detailing process works and how it affects an officer's opportunities to meet the criteria in the convening order and community values.

Newly commissioned Supply Officers attend the Basic Qualification Course (BQC) at the Navy Supply Corps School in Newport, Rhode Island. Detailing is based on their academic standing and the preferences listed by each officer based on platform and location. Second tours are usually to a shore command, and the priority for officers in the ranks of Lieutenant Junior Grade (LTJG) or Lieutenant (LT) for this assignment is overseas duty. LT and below are detailed based on their projected rotation date (PRD). At this stage the detailing process incorporates three critical elements for the first time. The It's Your Detail (Office of Supply Corps Personnel, 2014) Supply Corps Playbook describes the "Detail Triad" as shown in Figure 8, which includes the following elements: personal desires, individual career development, and the Navy's mission.



Figure 8. Detailing Triad: It's Your Detail Playbook. Source Office of Supply Corps Personnel (2014).

The MyNavyHR website describes the current detailing rules for Lieutenant Commanders (LCDR). First, the focus is warfighting. Second, after being screened for

operational duty, officers will be assigned to post-postgraduate skillset utilization billets. If they have not utilized a Navy-funded postgraduate education (completed a billet coded for the same skillset as their degree) and have not been screened for an O-4 Operational Tour, their options may be limited to only those billets coded for the same skillset as their degree (Head O-4 Detailer, 2023). The third factor is operating forward on overseas duty.

The MyNavyHR website states that most CDRs will have two duty assignments before screening for Captain. Here it also states that the detailing cycle priorities are (1) O-5 Operational/Command Ashore Slate; (2) Overseas/Joint; (3) Specialty skill sets; and (4) CONUS (Head O-5 Detailer, 2023). Captain detailing is managed by the Chief of Supply Corps who chooses which critical assignments you will hold. It is also based on the calendar year (Office of Supply Corps Personnel, 2014).

6. Board Promotion Process

Understanding how an officer promotion board process works and flows is critical for all commissioned U.S. Navy Supply Corps officers. The It's Your Board (Office of Supply Corps Personnel, 2022c) Supply Corps Playbook states that for an officer to know if they are eligible for promotion, they must first be aware of the promotion zone sizes. Moreover, a Navy Specific Administrative Message (NAVADMIN) identifies all the officers in the upcoming promotion boards.

The It's Your Board Supply Corps playbook describes that the SECNAV must appoint and convene statutory selection boards (Office of Supply Corps Personnel, 2022c). A diverse board is essential because it comprises officers with broad career backgrounds and knowledge. Per the playbook, the Chief of the Supply Corps must recommend the best possible board members to OPNAV for final approval.

Boards must have guidance on what they look for while reviewing each record. For this, selection board members use the convening orders. The convening orders provide general and community-specific guidance that establishes the selection determination requirements (Newsom et al., 2020). This is important because it allows the board members to focus on specific areas that the Supply Corps community seeks during that fiscal year.

Convening orders tend to change from year to year and something that may be of value today may not be of value three years from now.

The list of board-eligible officers that is provided to the board members consists of officers who fall into three categories: In-Zone (IZ) officers who are going to their first promotion board, Above Zone (AZ) officers who failed to select previously, and Below-Zone (BZ) officers who are considered to promote early in their career (Office of Supply Corps Personnel, 2022c). However, Below-Zone officer promotions are limited to 10% of the officers selected.

Once the board members start the record reviewing phase for those board-eligible officers, they begin marking notes for each record (Office of Supply Corps Personnel, 2022c). These markings, as shown in Figure 9, assist each board member by noting the strengths of each record and increase the confidence level of the board member towards recommending selection or non-selection for each record reviewed. The officer's Performance Summary Record (PSR) is audited to ensure continuity between each periodic FITREP cycle and to grade the officer's performance by noting if the officer has sustained superior performance by staying consistently above their RSCA markings. Staying at or above the RSCA demonstrates an officer's overall performance throughout their career. This factor alone can be viewed as the most crucial aspect for an officer to be selected for promotion.

1. Early Career

Each Supply Corps officer begins their career as an Ensign (O-1) after receiving their commission. According to the *It's Your Career* (Office of Supply Corps Personnel, 2011a), a Supply Officer is focused on completing four milestones: BQC, the first operational tour, the first experience tour, and the second operational tour. Following the second operational tour, a Supply Officer can expect to attend postgraduate school or Junior War College and be promoted to Lieutenant Commander (O-4).

As stated earlier, Supply Corps officers are present in nearly all naval operational commands, and their responsibilities vary. A first operational tour could be a Department Head tour on a Minesweeper or Submarine. However, the typical first operational tour is a Division Officer tour on a destroyer, cruiser, amphibious ship, aircraft carrier, or expeditionary support unit. However, a Department Head tour requires extensive knowledge of each aspect and additional leadership management knowledge. Before relief, the officer must earn their initial warfare qualification. After successfully completing a Supply Officer's first operational tour and warfare qualification, they may transfer to a shore-based experience tour.

The first experience or shore tour is the earliest opportunity for a Supply Officer to gain experience in a subspecialty or vital Supply Corps competency, such as supply chain management, operational logistics, planner, operational research, contracting/acquisitions, financial management, fuel management, and IT logistics (Office of Supply Corps Personnel, 2011a). Following the shore or experience tour, Supply Officers are expected to complete a second operational tour.

According to the fiscal year 2023 Lieutenant Commander community values and merit reorder guidance, having served on a department head tour is the highest valued operational tour (Secretary of the Navy, 2022d). A department head tour is available on numerous platforms, such as aviation squadrons, certain amphibious ships, cruisers, destroyers, expeditionary support groups, minesweepers, submarines, and more. The department head tour is a challenging visible tour; however, second division officer tours

are also available on larger platforms. During this tour, the Supply Officer is screened for postgraduate education.

Supply Officers have a few options for postgraduate education. Officers selected for NPS complete a Master of Science in a Supply Corps competency and JPME Phase One (Office of Supply Corps Personnel, 2021a). The educational opportunities are more varied for officers attending the intermediate service colleges. Finally, the civilian institutions (810/811) programs offer a limited number of officers the opportunity to study at a *Bloomberg Businessweek* top 30 school. Following graduate education, the officer is considered to be in the middle of their career.

2. Mid-career

Lieutenant Commanders (O-4) and Commanders (O-5) have developed the professional experience to hold critical positions within the community. The It's Your Career (Office of Supply Corps Personnel, 2011a) describes these officers at a particular career stage. They employ their postgraduate education and junior officer experience to become logistics experts. Commanders also hold vital organizational positions where they will develop and implement strategy policy and lead large organizations.

As discussed in the It's Your Detail Supply Corps playbook, Lieutenant Commanders typically proceed to either a shore or their third operational assignment after completing their postgraduate school (Office of Supply Corps Personnel, 2014). Shore assignments may include combatant commands, system commands, fleet logistics centers, staff, weapons systems support, or joint. These may also have the postgraduate skillset utilization billets, where the officer will gain experience for their degree from a coded billet or operational billets.

Once promoted to Commander, Supply Officers typically serve two duty assignments before screening for their O-5 Commander Milestone tour. The milestone tour includes assignments as the Supply Officer (SUPPO) aboard large afloat commands or the Commanding Officer of an ashore logistics activity. According to It's Your Detail Supply Corps playbook, a Commander should focus on earning JPME Phase 2 and eventually gain the title of a JQO after completing a joint tour (Office of Supply Corps Personnel, 2014).

Commanders also need to ensure they have reached APM. If selected for the O-5 Commander Milestone tour, Commanders will likely be promoted to Captain after completing this tour.

3. Late Career

The playbook states that a Supply Corps Captain's leadership roles are used to create military logistical strategies, direct Navy Supply Corps line of operations policies, and be appointed to Commanding Officer (CO) of ashore logistical support activities. Only 7% of Supply Corps officers serve as a Captain (Office of Supply Corps Personnel, 2023b) and are trusted with much influence. Supply Corps Captains are trusted to conquer any possible obstacles based on their professional experiences, networking capabilities, and strong reputation within the Supply Corps officer community.

Very few senior level Supply Corps officers are selected to serve as Rear Admirals (O-7 and O-8) and Vice Admirals (O-9). The It's Your Detail (Office of Supply Corps Personnel, 2014) Supply Corps playbook describes Supply Corps Admirals as "These officers work hand-in-hand with Navy and DOD executives to develop and execute the Department of Defense's strategy for the nation's defense. These officers understand the importance of horizontal integration of capabilities at strategic, operational, and tactical levels. They can negotiate and implement related workforce and systems solutions across services and agencies" (Office of Supply Corps Personnel, 2011a, p. 4). Supply Corps Admirals are the most respected logisticians in the United States Navy. They are responsible for being the face of the Supply Corps community in major inter-service joint organizations.

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III. RELATED RESEARCH

A. CHAPTER OVERVIEW

In this chapter, we discuss current career trends within the community. We discuss O-4 operational tours and their influence on retention and personal factors from several promotion studies including Newsom et al. (2020), and additional factors that may influence an officer's willingness to continue military service. We also review other studies ranging from societal and psychological effects from failing to select or decide to leave military service, the possibility of career growth, and the perception of gender and ethnicity selection at higher ranks. From these studies, we explore possible incentives that may improve retention. Lastly, we describe two other officer communities and compare their career paths to those of the Supply Corps community. These two communities include the Surface Warfare Officers (SWO), considered Unrestricted Line officers. In contrast, Medical Service Corp (MSC) officers are considered Staff Corps, the same for Supply Corps Officers.

B. CURRENT SUPPLY CORPS CAREER TRENDS

Due to shortages in Supply Corps inventory in the ranks of O-4 and junior, the Supply Corps Office of Personnel (OP) has been detailing officers based on priority. As mentioned earlier, Priority 1 billets are operational and must be filled at 100%. Therefore, the current trend for Lieutenant Commanders is that they are returning to sea for their third operational tour rather than improving on Supply Corps acquisition competencies before screening for selection to Commander. The Supply Corps cohort graduating in December 2023 consists of 24 active duty officers, of which 15 individuals, or 63%, are slated to perform an O-4 operational tour after NPS. Of the remaining nine, four are slated to serve duty overseas. The remainder will serve on shore duty within the United States.

Newsom et al. (2020) describe this trend, which began in 2019. Almost four years later, it has not changed. The authors surveyed 41 Supply Corps officers attending NPS to rank the order of importance of several experience attributes for promotion to Commander.

However, this study is not generalizable to the Supply Corps community due to the small sample size.

As Table 2 describes, 36.59% of respondents had ranked APM first and advanced education was second with 39.02%. Obtaining APM and receiving an advanced education were perceived to be critical attributes to hold before being promoted to Commander. The results from this survey raise concerns regarding how the O-4 operational tour is perceived. In this sample, Supply Corps officers value these two attributes over the rest, which does not align with the SC-OP’s initiative to fill Priority 1 billet.

Table 2. Survey Results Conducted at Naval Postgraduate School. Source: Newsom et al. (2020).

Composite Ranking			
Rank	Experience/Education	Count	Percentage
1	APM	15	36.59%
2	Advanced Education (JPME, Professional Certifications, etc.)	16	39.02%
3	LCDR Operational Tour, Large Afloat	11	26.83%
4	LCDR Operational Tour, Expeditionary	13	31.71%
5	Overseas Experience	12	29.27%
6	Joint Qualification Opportunities	9	21.95%
7	Training With Industry	25	60.98%

Furthermore, they also asked in their survey what incentives the Navy can offer Supply Corps officers that would “effectively attract and retain the best talent to serve operationally at the rank of O-4” (Newsom et al., 2020, p. 46). The results indicated significant support towards a guaranteed acquisition billet following the operational tour with 39.2%. Second, a retention bonus was favored by 31.71% of respondents. These Supply Corps officers valued acquisition experience over monetary incentives, which aligns with their perception that APM and acquisition experience are essential to reach higher ranks within the community.

Newsom et al. (2020) also describe the implications for the community due to the increased emphasis on completing O-4 operational tours. This may “influence long-term retention, family planning, and a lack of qualified personnel to fill critical acquisition

billets” (Newsom et al., 2020, p. V). Currently, the SC-OP continues this initiative to fill operational tours at 100% while retention continues to drop. The lack of incentives in an officer’s career progression may contribute to their decision to retire early or shortly after the operational tour. Incentives should be considered to retain the best-qualified officers for future critical billets.

C. OTHER PROMOTION STUDIES

1. Job Satisfaction

Promoting to the next paygrade is a tremendous professional accomplishment for those officers selected. Aside from the increase in financial benefits it can also increase an officer’s job satisfaction and determine whether an officer continues to serve voluntarily. According to Desmond (2019), the possibility of professional growth with constant and unbiased promotional opportunities is one of the most significant predictors of whether an employee will remain with their organization. Our study does not consider job satisfaction but considers professional growth. The results of our research determined if promotional opportunities, within the Supply Corps, align with the convening orders, community values, and are unbiased.

2. Demographics

Regarding the promotion and retention of female military officers, Ceralde and Czepiel (2014) observed that having less senior ranking female officers in top military positions can influence female junior military officers to believe their promotion capabilities can be affected. This notion gives the perception of a glass ceiling, which could discourage female junior officers. Furthermore, the glass ceiling could be perceived to cross gender identity and ethnicity lines. Our study determined that gender and ethnicity were not significant influencers for promotion.

3. Commissioning Source

In a research study conducted by Sharra (2015), when it comes to promotions of officers who were commissioned via different commissioning accessions, his results pointed out that officers commissioned via Officer Candidate School (OCS) had a higher

probability of attaining promotion to Lieutenant Commander than those officers commissioned via the United States Naval Academy (USNA). Moreover, the same study described that officers commissioned via the USNA also had a higher promotion probability than officers commissioned under the Naval Reserve Officer Training Corps (NROTC) program. As of January 2022, the Supply Corps community consisted of 64% from OCS, 13% from the USNA, 10% via ROTC, 7% transferred from other Navy officer communities into the Supply Corps, and 2% from the Limited Duty Officer (LDO) commissioning program (A. Turner, PowerPoint slides, 2022). The higher proportion of OCS accessions suggests that OCS commissioned officers would have higher selection rates. However, our study did not collect commissioning sources or test their relevance to promotion.

4. “Ready for Sea” Versus Competency

In Newsom et al. (2020) Supply Corps community thesis, the research team provided a survey questionnaire to 41 Supply Corps students attending NPS, where they asked the participants if they would be more willing to serve an O-4 operational tour if it was incorporated into the convening orders. Per the survey results, 78% of the Supply Officers who responded stated that they would be more willing to serve on such tours if such a tour was included in the convening orders. For the last two years, the O-4 convening orders and community values have emphasized the value of an O-4 operational tour only for merit reorder purposes (Secretary of the Navy, 2022d). Additionally, they compared the importance of being “ready for sea” or developing a Supply Corps competency. Lastly, they address whether career path objectives are being adequately communicated by senior leadership. In our study, we determined that O-4 operational tours and attaining competencies do influence promotion. Furthermore, we determined the convening orders and community values adequately communicate career path objectives.

5. Summary

In summary, there have been several studies regarding promotion and the factors contributing to successful promotion and retention. Our study focused on identifying if the convening orders and Supply Corps community values were aligned during the officer

selection boards of fiscal year 2023. We determined that factors such as gender and ethnicity were not influencers for promotion. In addition, we did not consider job satisfaction and commissioning sources, so we cannot determine if these contributed to promotion. However, according to Newsom et al. (2020) Supply Corps specific research, we could identify that some factors influenced promotion, such as O-4 operational tours and attaining competencies. Furthermore, we determined that the convening orders and community values do adequately describe career path objectives. Officer promotions only indicate that further research must be conducted because this is a topic of interest for officers serving in their military branch.

D. COMMUNITY COMPARISON

The United States Navy consists of three groupings of officers: unrestricted line officers, restricted line officers, and staff officers. Unrestricted line officers comprise surface warfare, naval aviators, nuclear, special warfare, and explosive ordnance disposal officers who spend most of their careers in operational positions. Restricted line officers consist of oceanography, cryptologic, information, intelligence, cyber warfare, maritime space, and maritime cyber warfare officers. Finally, staff officers include medical, dental, nurse, chaplain, supply, civil engineer, and judge advocate general corps officers (Assistant Secretary of the Navy, 2022). Specifically, the Surface Warfare and Medical Service Corps officers have significant parallels to the careers of Supply Corps officers.

1. Surface Warfare Officer

The SWO is an unrestricted line officer eligible for command at sea. As such, most of their career is spent at sea or on operational units in a highly prescriptive career. Figures 10 and 11 demonstrate the prescribed career paths from the FY2023 SWO community brief. In the past few years, the SWO community has been developing alternate career paths, such as the single longer tour (SLT) career path.

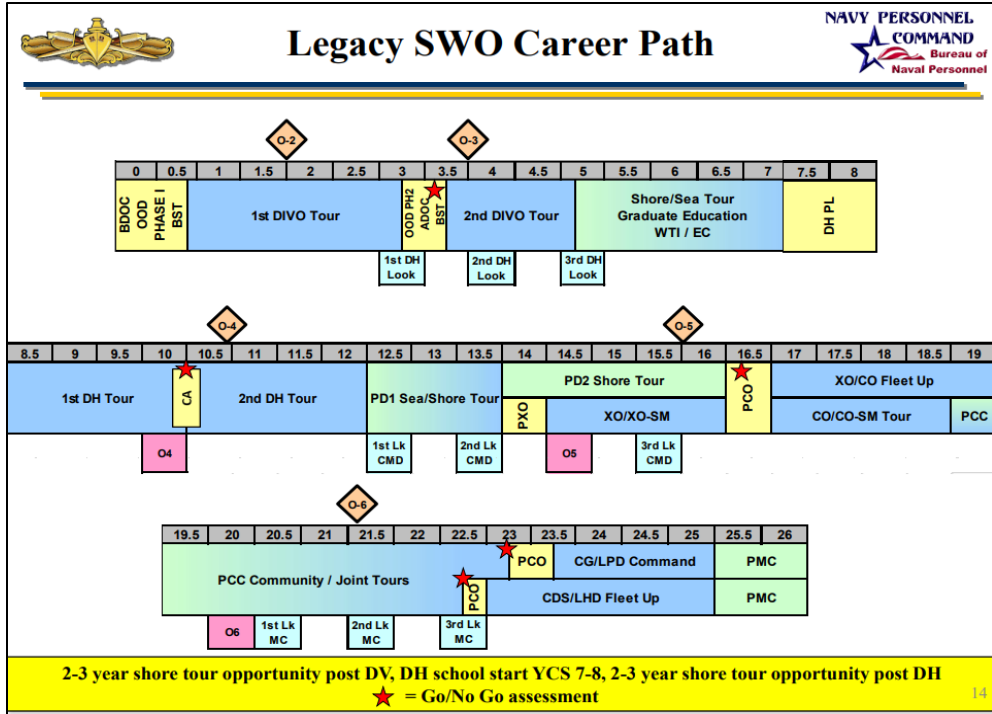


Figure 10. Legacy Career Path. Source: Heames (n.d.).

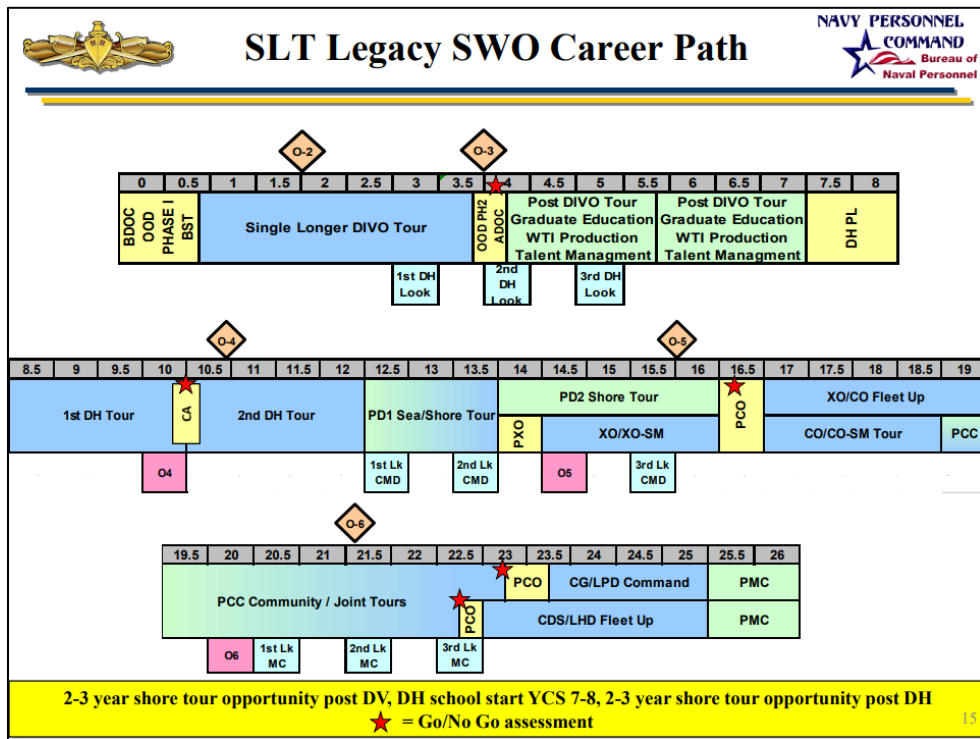


Figure 11. Single Longer Tour Career Path. Source: Heames (n.d.).

Both SWO and Supply Corps officers must meet career milestones for promotion and have specialization and graduate education opportunities. Additionally, both career paths increase competency and responsibility with time. For example, the division officer tour leads into the department head and then XO/CO for the SWO. The Supply Corps utilizes a similar construct. However, there are a few differences between SWO and Supply Corps officer career paths. Figures 10 and 11 show the traditional SWO career paths while Figure 12 shows the Supply Corps officer career path.

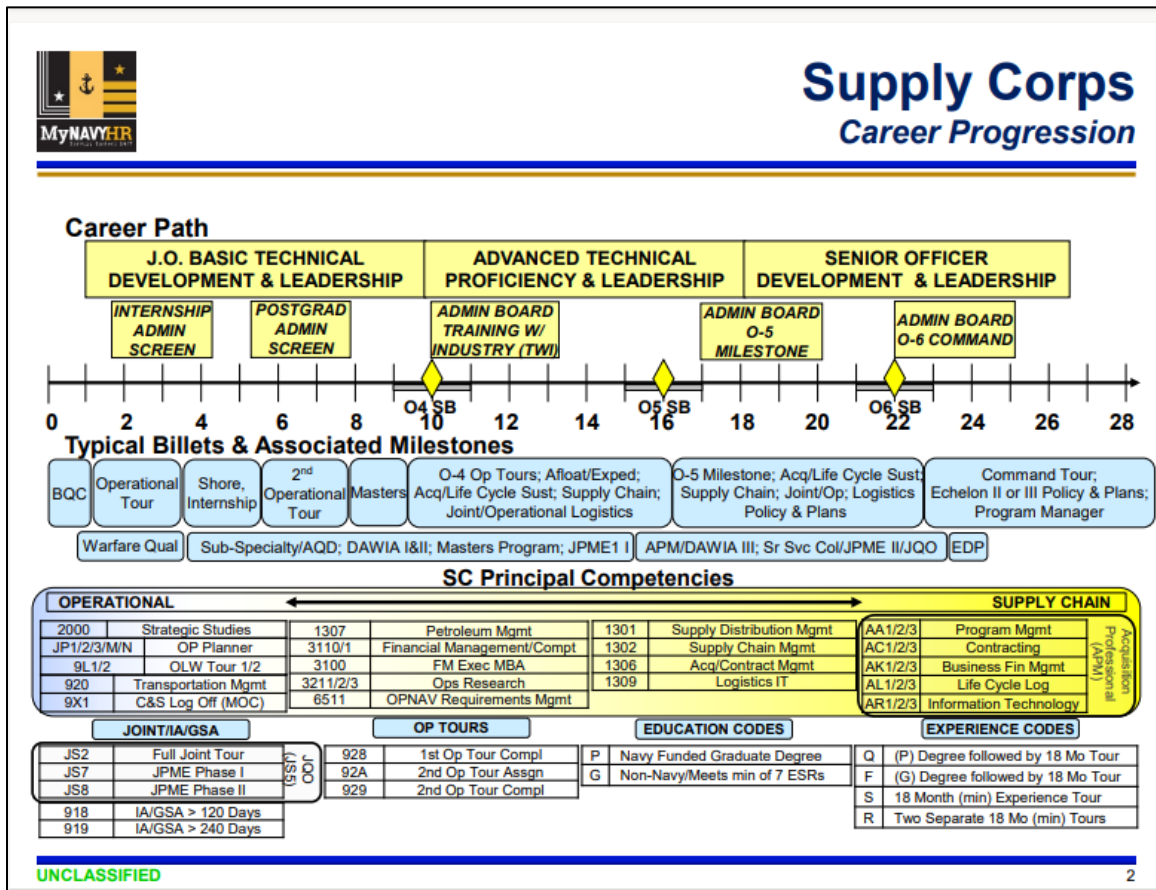


Figure 12. Supply Corps Officer Career Paths. Source: A. Turner (2022).

The SWO career path offers graduate education between years four and seven, while the Supply Corps officer waits until approximately year nine, as shown in Figure 12. The Warfare Tactics Instructor offers SWOs the ability to specialize early; however, it is

much more limited, with four options, compared to the opportunities in the Supply Corps. Surface Warfare Officers also receive retention bonuses throughout their career. Finally, the SWO career path focuses on generalization while the Supply Corps achieves specialization over time.

2. Medical Service Corps Officers

Like NAVSUP and Supply Corps officers, the MSC community are the executives, administrators, and practitioners of the military healthcare system. Both communities work towards specialization in their fields; however, MSCs were already specialized at the time of commissioning. At the same time, Supply Corps officers develop specialties throughout their careers. However, two noticeable differences are MSC Officers do not build higher education into their career path and have more specific titles. The particular titles create many narrow pools for MSC officers to specialize in. The typical MSC Officer career path can be seen in Figure 13.

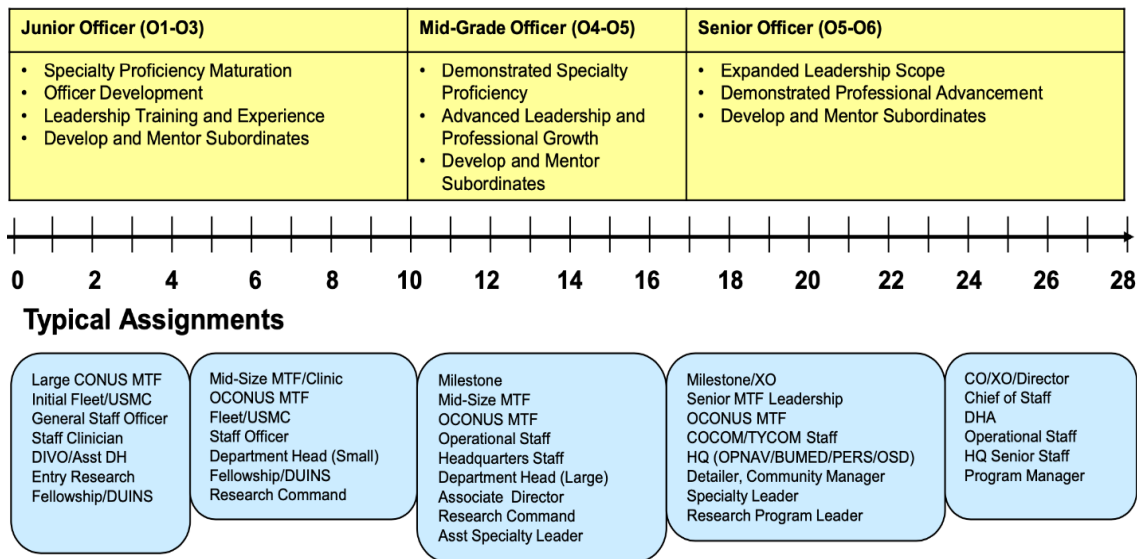


Figure 13. Medical Service Officer Career Path. Source: Secretary of the Navy (2022a).

To summarize, there are several different officer communities each with their convening orders and their own community values. These identify the requirements for promotion to the next rank or pay grade. However, a factor or criteria that may be of value to one officer community may not be of value to another. The next chapter summarizes the general demographic composition and other non-key variables in promotion boards.

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IV. DATA AND METHODOLOGY

In this chapter, we analyze the fiscal year 2023 promotion board results for Lieutenant Commander (O-4), Commander (O-5), and Captain (O-6) within the Navy Supply Corps. Our data source is the Fleet Management & Planning System (FLTMPS). We conducted a separate descriptive analysis for each promotion board (O-4, O-5, and O-6). For each promotion board, we compare individual qualifications and other characteristics between those who got promoted and those who did not get promoted using the t-test for proportions due to the binary nature of all variables we examined (Levine et al., 2011). For each qualification variable, we reject the null that the two samples (those who got promoted vs. those not promoted) are similar if the p-value based on the two-tail test is less than 0.05.

Before the analysis, some general demographics are needed, including all officer ranks. As of the fiscal year 2022, the Supply Corps developed officers from five sources—Officer Candidate School 64%, the Naval Academy 13%, Naval Reserve Officer Training 10%, lateral transfer and re-designation 7%, and the development of limited duty officers for 2% (A. Turner, PowerPoint slides, 2022). From the same brief, 85% of officers are based within the United States with the remaining 15% deployed outside of the United States. Finally, 67% of billets are shore based, with the remaining 33% at sea or afloat. We did not consider gender or ethnicity in this research, but it is important to cover. Our population consists of 359 officers, split into three sub-groups: Lieutenant Commanders, Commanders, and Captains.

Lieutenant Commanders, as seen in Table 3, totaled 142 officers. Beginning with gender, 76% of the candidates were male and 23% female (Secretary of the Navy, 2022f). From the same report, white or Caucasian was the most populous ethnicity with 52% of the candidates. The remaining 48% was spread between Asian or Pacific Islander with 18%, Black or African American with 15%, Hispanic or Latino with 11%, and multiple race codes with 4%. Furthermore, 17% of selected officers were above-zone, 80% were in-zone, and 3% were below-zone.

Table 3. Fiscal Year 2023 LCDR Promotion Demographics Results.
Adapted from Secretary of the Navy (2022f).

Fiscal Year 2023 Lieutenant Commander Promotion Results									
	All sample		Promoted		Not promoted		Diff	p-value	
	Count	%	Count	%	Count	%			
N	142	100%	95	67%	47	33%			
Promotion Zone									
Above Zone	37	26%	16	17%	21	45%	-28%	0.0004	
In Zone	101	71%	76	80%	25	53%	27%	0.0009	
Below Zone	3	2%	3	3%	0	0%	3%	0.2182	
Service Member Demographics									
Male	108	76%	68	72%	40	85%	-14%	0.0755	
Female	33	23%	26	27%	7	15%	12%	0.0977	
Asian or Pacific Islander	25	18%	18	19%	8	17%	2%	0.7767	
Black or African American	21	15%	16	17%	5	11%	6%	0.3271	
Hispanic or Latino	15	11%	11	12%	4	9%	3%	0.5756	
White	74	52%	46	48%	28	60%	-11%	0.2106	
Other*	6	4%	4	4%	2	4%	0%	0.9900	
Notes									
* Includes those with Multiple Race Codes.									

Commanders, as seen in Table 4, totaled 123 officers. Beginning with gender, 84% of the candidates were male and 16% female (Secretary of the Navy, 2022e). From the same report, white or Caucasian was the most populous ethnicity with 60% of the candidates. The remaining 40% was spread between Asian or Pacific Islander with 13%, Black or African American with 12%, Hispanic or Latino with 8%, and multiple race codes with 7%. Furthermore, 24% of selected officers were above-zone, 76% were in-zone, and 3% were below-zone. In total, 67% of the population was selected for promotion.

Table 4. Fiscal Year 2023 CDR Promotion Demographics Results. Adapted from Secretary of the Navy (2022e).

Fiscal Year 2023 Commander Promotion Results									
	All sample		Promoted		Not promoted		Diff	t-stat	p-value
	Count	%	Count	%	Count	%			
N	123	100%	62	50%	61	50%			
Promotion Zone									
Above Zone	44	36%	13	21%	31	51%	-30%	-3.45	0.0006
In Zone	77	63%	47	76%	30	49%	27%	3.05	0.0023
Below Zone	2	2%	2	3%	0	0%	3%	1.41	0.1573
Service Member Demographics									
Male	103	84%	52	84%	51	84%	0%	0.04	0.9683
Female	20	16%	10	16%	10	16%	0%	-0.04	0.9683
Asian or Pacific Islander	16	13%	8	13%	8	13%	0%	-0.03	0.9722
Black or African American	15	12%	4	6%	11	18%	-12%	-1.96	0.0497
Hispanic or Latino	10	8%	6	10%	4	7%	3%	0.63	0.5267
White	74	60%	41	66%	33	54%	12%	1.36	0.1730
Other*	8	7%	3	5%	5	8%	-3%	-0.76	0.4502
Notes									
* Includes those with Multiple Race Codes.									

Captains, as seen in Table 5, totaled 94 officers. Beginning with gender, 86% of the candidates were male and 14% female (Secretary of the Navy, 2022b). According to the same report, white or Caucasian was the most populous ethnicity with 59% of the candidates. The remaining 41% was spread between Asian or Pacific Islanders and Black or African Americans with 15% each, Hispanics or Latinos with 11%, and multiple race codes with 1%. Furthermore, 2% of selected officers were above-zone, 76% were in-zone, and 3% were below-zone. In total, 50% of the population was selected for promotion.

Table 5. Fiscal Year 2023 CAPT Promotion Demographics Results.
Adapted from Secretary of the Navy (2022b).

Fiscal Year 2023 Captain Promotion Results									
	All sample		Promoted		Not promoted		Diff	p-value	
	Count	%	Count	%	Count	%			
N	94	100%	25	27%	69	73%			
Promotion Zone									
Above Zone	50	53%	5	20%	45	65%	-45%	0.0001	
In Zone	42	45%	18	72%	42	61%	11%	0.3375	
Below Zone	2	2%	2	8%	0	0%	8%	0.0176	
Service Member Demographics									
Male	81	86%	20	80%	61	88%	-8%	0.2969	
Female	13	14%	5	20%	8	12%	8%	0.2969	
Asian or Pacific Islander	14	15%	1	4%	13	19%	-15%	0.0742	
Black or African American	14	15%	5	20%	9	13%	7%	0.4026	
Hispanic or Latino	10	11%	3	12%	7	10%	2%	0.7966	
White	55	59%	16	64%	39	57%	7%	0.5156	
Other*	1	1%	0	0%	1	1%	-1%	0.5451	
Notes									
* Includes those with Multiple Race Codes.									

In summary, a few demographics were constant. Each group was predominantly male with a larger proportion of White or Caucasian ethnicities than the rest. Additionally, the percentages for males increased in each paygrade as well as White or Caucasian holding steady at around 59%. Finally, zone sizes and selection rates within each were unsurprising, with most officers selecting in-zone and above-zone. In the next chapter, we analyze the variables influencing promotion.

V. RESULTS

Our analysis of the fiscal year 2023 promotion board results for Lieutenant Commander (O-4), Commander (O-5), and Captain (O-6) within the Navy Supply Corps showed that the promotion results were consistent with the convening orders and community values. Additionally, we identified a few specific variables that appear to have influenced promotion results but were not specified in either document.

A. LIEUTENANT COMMANDER (O-4)

1. Community Values & Analysis

For Lieutenant Commanders, these documents stipulate that prospective Officers have at least one warfare qualification, two operational tours including an afloat tour, and that a department head tour is strongly encouraged for promotion. Furthermore, they stipulate a department head tour is required for merit reorder, as well as earning a warfare qualification in each qualifying tour, and overseas tours are highly encouraged.

We begin the analysis with Table 6, focusing on the variable both documents deemed necessary—a Department Head tour. Of the 142 officers considered, 82% performed a Department Head tour. Further analysis shows that 91% of officers selected for promotion and 66% of officers not selected for promotion had completed a Department Head tour. The 25-percentage point difference is statistically significant ($p < 0.05$). Furthermore, the Department Head tour can be performed on multiple platforms, to include Submarines. Completing an operational tour on a Submarine is highly lauded within the Supply Corps and we expected it to show statistical significance. However, its failure to achieve significance was surprising, with a p-value of 0.8224. On the other hand, Cruisers and Destroyers or CRUDES platforms did reach statistical significance. The differences in findings between Submarines and CRUDES are most likely due to the fleet size and composition, as more CRUDES platforms are available.

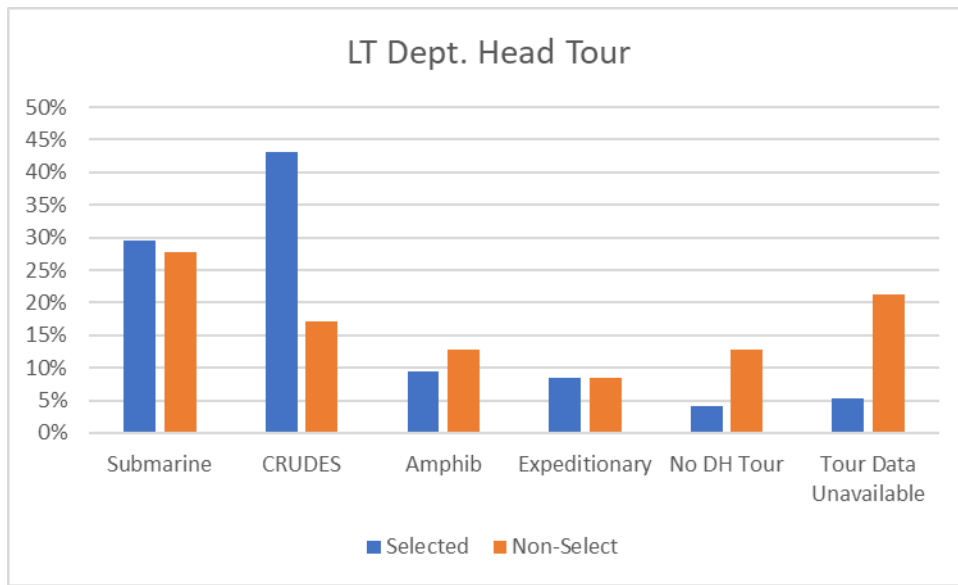
Table 6. Fiscal Year 2023 Lieutenant Commander Promotion Results Data Analysis

Fiscal Year 2023 Lieutenant Commander Promotion Results								
	All sample		Promoted		Not promoted			
	Count	%	Count	%	Count	%	Diff	p-value
N	142	100%	95	67%	47	33%		
Fiscal Year 2023 Convening Order & Precepts								
Two Operational Tours	110	77%	87	92%	23	49%	43%	0.0000
At least one "Afloat" Warfare Qualification	122	86%	88	93%	34	72%	20%	0.0011
Department Head Tour	117	82%	86	91%	31	66%	25%	0.0003
Submarine (SSN, SSBN, and SSGN)	41	29%	28	29%	13	28%	2%	0.8224
Crudes (CG & DDG)	47	33%	39	41%	8	17%	24%	0.0042
Amphibious Ships (LPD, LSD, and ESB)	15	11%	9	9%	6	13%	-3%	0.5481
All Others*	14	10%	10	11%	4	9%	2%	0.7046
Supply Corps Community Values								
Warfare Qualification	123	87%	89	94%	34	72%	21%	0.0004
Submarine Qualified SC Officer	38	27%	27	28%	11	23%	5%	0.5251
Naval Aviation Supply Officer	55	39%	44	46%	11	23%	23%	0.0084
Surface Warfare Supply Corps Officer	113	80%	81	85%	32	68%	17%	0.0169
Navy Expeditionary Supply Corps Officer	25	18%	19	20%	6	13%	7%	0.2868
Seabee Combat Warfare	7	5%	6	6%	1	2%	4%	0.2780
Two or Three Warfare Quals	87	61%	64	67%	23	49%	18%	0.0339
Two Operational Tours to include Afloat	108	76%	86	91%	22	47%	44%	0.0000
Department Head Tour	117	82%	86	91%	31	66%	25%	0.0003
Supply Corps Competencies								
Supply Chain	30	21%	24	25%	6	13%	12%	0.0860
Acquisition & Contract Management	21	15%	20	21%	1	2%	19%	0.0028
Business Financial Management	15	11%	13	14%	2	4%	9%	0.0854
OPLOG / Planner	20	14%	14	15%	6	13%	2%	0.7507
One Competency	76	54%	62	65%	14	30%	35%	0.0001
Two or Three Competencies	18	13%	15	16%	3	6%	9%	0.1129
Other**	8	6%	6	6%	2	4%	2%	0.6163
No Competencies	66	46%	33	35%	33	70%	-35%	0.0001
Other Variables of Interest								
Supply Corps Redesignator	19	13%	8	8%	11	23%	-15%	0.0136
Overseas Assignment	55	39%	37	39%	18	38%	1%	0.9404
Flag Aide	5	4%	4	4%	1	2%	2%	0.5263
JPME-1 Completed	29	20%	23	24%	6	13%	11%	0.1114
Completed Masters Degree	34	24%	28	29%	6	13%	17%	0.0281
Notes								
* Includes Minesweeper (MCM) and Expeditionary.								
** Includes Petroleum Management & Logistics IT.								

Data obtained from FLTMPS, Secretary of the Navy (2022a), Secretary of the Navy (2022d), and A. Turner (2022).

As seen in Figure 14, Destroyers and Submarines are the largest sources of Department Head tours. These tours are unique in the ability to meet three requirements in one tour. Both platforms support Department Head tours, are afloat units, and qualify as

operational tours. Meanwhile, the amphibious ships, LSD and LPD, could only fulfill the operational, afloat, and division officer tour requirements. Ninety-two percent of Supply Corps officers selected for promotion, regardless of the combination of tours, had completed two operational tours—two division officer tours, two department head tours, or a division officer and department head tour. Therefore, the p-value shows having completed two operational tours did influence promotion outcomes. Next, we focus on qualifications.

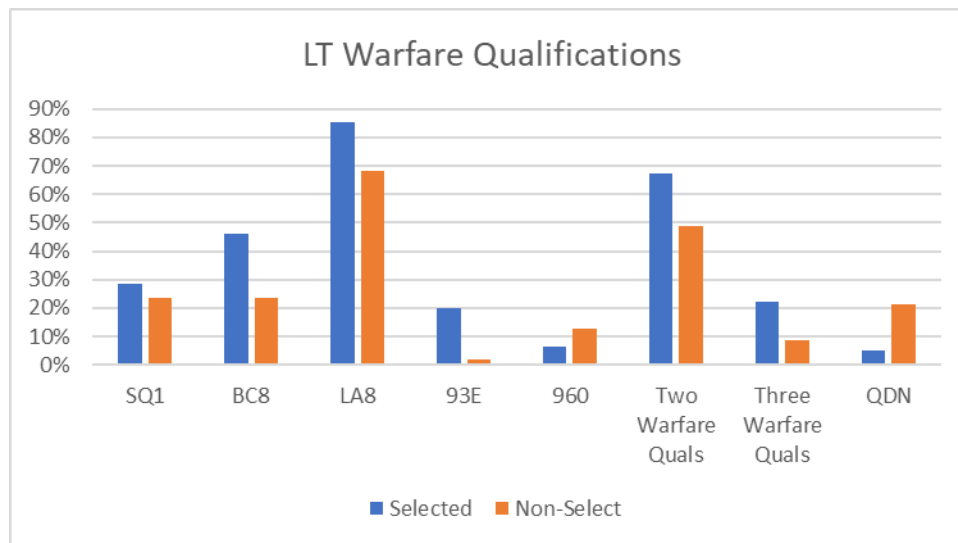


Notes:*Submarine includes fast attack (SSN), Ballistic Missile (SSBN, and Guided Missile (SSGN). **CRUDES includes Cruiser (CG), Destroyer (DDG), and Minesweeper (MCM).***Amphib includes Dock Landing Ship (LSD), Amphibious Transfer Dock (LPD), and Expeditionary Sea Base (ESB). Data obtained from FLTMPs.

Figure 14. LT Department Head Tours by Platform

Having at least one afloat qualification was defined as holding either Submarine (SQ1) or Surface (LA8) Supply Corps Officer designation. Overall, 86% of the population had at least one afloat warfare qualification; with a subgroup of 72% for selected officers and 28% for non-selected officers. The 73-percentage point difference in afloat qualification is statistically significant ($p < 0.05$). In a similar boat, the Supply Corps Community Values listed attaining qualification, in general, as the requirement and discounted afloat experience.

Overall, 87% of the population met this mark, with 94% of selected officers and 21% of non-selected officers attaining at least one warfare qualification (p-value <0.05). Being warfare qualified is crucial; Naval Aviation (BC8) and Surface Supply Corps Officer (LA8) qualifications, as seen in Figure 15, were the most attained and held statistical significance. We suspect this is due to the overwhelming number of opportunities and the likelihood of serving on a surface combatant platform.

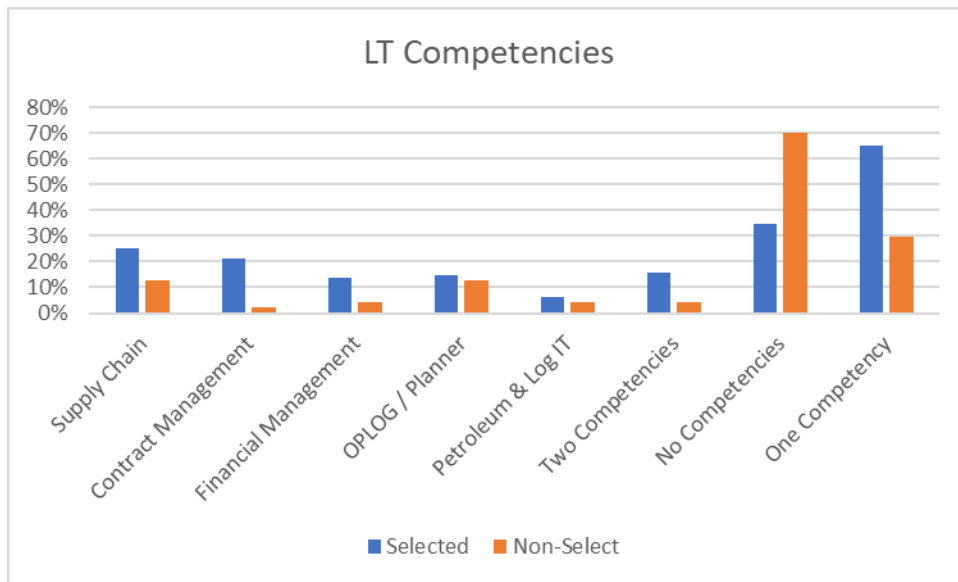


Notes: SQ1: Submarine Qualified Supply Corps Officer. BC8: Naval Aviation Supply Corps Officer. LA8: Surface Warfare Qualified Supply Corps Officer. 93E: Navy Expeditionary Supply Corps Officer. 960: Seabee Combat Warfare Specialist. QDN: Qualification data was not available. Data obtained from FLTMPs.

Figure 15. LT Warfare Qualifications

Unlike the convening order, the community values specified completing two operational tours with one being an afloat tour—CRUDES, amphibious ship, submarine, or minesweeper, which can be seen in Table 6. The share of candidates who completed end at least two operational tours or completed two operational tours, which included an afloat tour, did not change significantly. Of the selected officers, 91% completed two operational tours, including an afloat tour, meeting this requirement. The 44-percentage point difference is statistically significant (p<0.05).

We discovered four variables outside the convening order and community values that appear statistically significant and influence promotion rates. The first two variables are not surprising and are related; the first is that obtaining experience in a Supply Corps competency improved the probability of being promoted along with experience in acquisition and contract management as the second ($p\text{-values} < 0.05$). Lastly, the third and fourth variables, having no competency or redesignation, reduced the probability of being promoted ($p\text{-values} < 0.05$). As visualized in Figure 16, 70% of those not selected did not hold a Supply Corps competency. Conversely, 30% of those not selected had one competency, and only 2% who held the competency acquisition and contract management were not selected.



Data obtained from FLTMPs.

Figure 16. LT Supply Corps Competencies

The fourth variable is redesignation. Among the O-4 promotion board, 13% of Supply Corps officers are lateral transfers or redesignated from a different career path. Our analysis shows that they were disproportionately not selected for promotion. Specifically, among those promoted to O-4, only 8% were classified as redesignators, whereas among those not selected for promotion, 23% were redesignators. The 13-percentage point

difference is statistically significant (p-value = 0.013). Of the officers not selected for promotion, 63% met the more stringent requirements for promotion in both the convening order and community values, barring verification of sustained superior performance.

2. Merit Reorder

The selection pool for merit reorder is derived from the officers selected for promotion. As a result, the population was reduced from 142 officers to 95, as seen in Table 7. Additionally, both guiding documents add requirements for merit reorder selection. The convening order added the requirement for a department head tour, which was further defined in the community values. The community values required an afloat department head tour, two operational tours, afloat warfare qualification, and favorable consideration for overseas assignment.

Table 7. LT – LCDR Merit Reorder Data Analysis

LT - LCDR Merit Reorder								
	All sample		Selected		Not Selected			
	Count	%	Count	%	Count	%	Diff	p-value
N	95	100%	9	100%	86	100%		
Fiscal Year 2023 Convening Order & Precepts								
Department Head Tour	85	89%	9	100%	76	88%	12%	0.2795
Supply Corps Community Values								
Two Operational Tours	86	91%	9	100%	77	90%	10%	0.3077
At least one "Afloat" Warfare Qualification	87	92%	9	100%	78	91%	9%	0.3390
Submarine Qualified SC Officer	27	28%	2	22%	25	29%	-7%	0.6648
Naval Aviation Supply Officer	44	46%	5	56%	39	45%	10%	0.5590
Surface Warfare Supply Corps Officer	81	85%	9	100%	72	84%	16%	0.1899
Navy Expeditionary Supply Corps Officer	19	20%	0	0%	19	22%	-22%	0.1149
Seabee Combat Warfare	6	6%	0	0%	6	7%	-7%	0.4130
Two or Three Warfare Quals	65	68%	6	67%	59	69%	-2%	0.9053
Afloat Department Head Tour	78	82%	9	100%	69	80%	20%	0.1410
Submarine (SSN, SSBN, SSGN)	28	29%	2	22%	26	30%	-8%	0.6160
Crudes (CG & DDG)	38	40%	6	67%	32	37%	29%	0.0861
All Others*	19	20%	1	11%	18	21%	-10%	0.4835
Overseas Assingment	37	39%	2	22%	35	41%	-18%	0.2795
Supply Corps Competencies								
One Competency	9	9%	7	78%	2	2%	75%	0.00000
Supply Chain	24	25%	3	33%	21	24%	9%	0.55814
Acquisition & Contract Management	21	22%	2	22%	19	22%	0%	0.99291
Business Financial Management	13	14%	0	0%	13	15%	-15%	0.20932
OPLOG / Planner	14	15%	1	11%	13	15%	-4%	0.74706
All Others**	6	6%	1	11%	5	6%	5%	0.53421
Two Competencies	15	16%	0	0%	15	17%	-17%	0.17215
Other Variables of Interest								
Flag Aide	4	4%	3	33%	1	1%	32%	0.00000
Joint Professional Military Education - 1	23	24%	3	33%	20	23%	10%	0.50189
Masters Degree	28	29%	1	11%	27	31%	-20%	0.20412
Notes								
* Includes Dock Landing Ship (LSD), Amphibious Transport Dock (LPD), Minesweeper (MCM), and Expeditionary.								
** Includes Petroleum Management & Logistics IT.								

Data obtained from FLTMPs, Secretary of the Navy (2022a), Secretary of the Navy (2022d), and A. Turner (2022).

No mandated variables achieved statistical significance, most likely due to the very small sample of selected officers (only nine were selected). In short, all selected officers completed an afloat department head tour, two operational tours, and held an afloat warfare qualification. However, only two selected officers were assigned overseas. Focusing on overseas assignments, 34% of non-selected officers met all the requirements for merit reorder, including completing an overseas tour. We suspect discrepancies such as these drive the belief “that who you know matters more than what you do.” Further analysis identified one significant variable; as seen in Table 7, being a flag aid increased the probability of promotion ($p\text{-value}<0.05$).

B. COMMANDER (O-5)

1. Community Values

For Commanders, both documents stipulate that prospective officers have two Supply Corps competencies: a master’s degree and APM. The convening order highly encourages completing JPME-1 and an O-4 operational tour. The individual variables mentioned in both documents can be seen in Table 8.

2. Analysis

We begin the analysis with the necessary variables of both documents—a master’s degree, two Supply Corps competencies, and APM. Of the three shared variables, holding a master’s degree was the most common. Eighty percent of the population had a master’s degree; among those selected and not selected, 97% of selected officers and 62% of non-selected officers. The 34-percentage point difference in completing a master’s degree is statistically significant ($p<0.05$).

The requirement for APM is four years of experience in acquisition. This requirement demands two Supply Corps Competencies with tour lengths under three years or a three-year tour and an acquisition related degree from the Naval Postgraduate School. As a result, the population for both are similar. Only 48% of selected officers held two competencies, while 68% did achieve APM. In comparison, 28% of non-select officers had two competencies and 5% achieved APM. Both APM and two competencies achieved

statistical significance (p-values<0.05). Furthermore, this suggests that the APM qualification might be more valuable than holding two competencies. One Supply Corps competency, business financial management, stood out among the rest with a 22-percentage point difference that aided promotion probabilities.

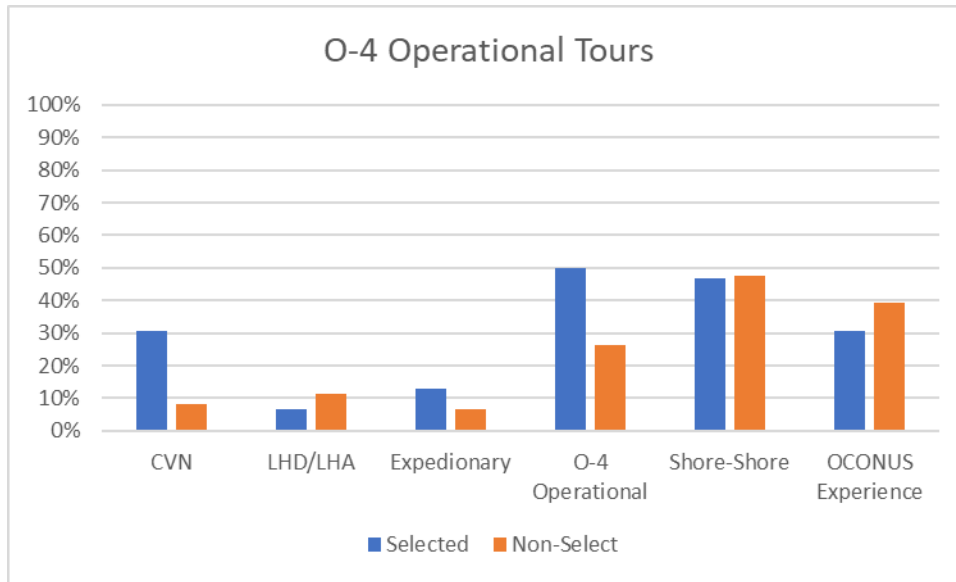
Table 8. Fiscal Year 2023 Commander Promotion Results Data Analysis

Fiscal Year 2023 Commander Promotion Results								
	All sample		Promoted		Not promoted			
	Count	%	Count	%	Count	%	Diff	p-value
N	123	100%	62	50%	61	50%		
Fiscal Year 2023 Convening Order & Precepts								
Two Supply Corps Competencies	47	38%	30	48%	17	28%	21%	0.0192
Supply Chain	11	9%	8	13%	3	5%	8%	0.1207
Acquisition & Contract Management	59	48%	34	55%	25	41%	14%	0.1241
Business Financial Management	22	18%	18	29%	4	7%	22%	0.0011
OPLOG / Planner	34	28%	21	34%	13	21%	13%	0.1194
OPS Research	16	13%	10	16%	6	10%	6%	0.2996
Other**	17	14%	8	13%	9	15%	-2%	0.7662
One Competency	47	38%	26	42%	21	34%	8%	0.3915
Three Competencies	14	11%	9	15%	5	8%	6%	0.2699
Completed Masters Degree	98	80%	60	97%	38	62%	34%	0.0000
Joint Professional Military Education - 1	94	76%	59	95%	35	57%	38%	0.0000
O-4 Operational Tour	47	38%	31	50%	16	26%	24%	0.0067
Aircraft Carrier (CVN)	24	20%	19	31%	5	8%	22%	0.0017
Large Deck Amphibious Ship (LHD/LHA)	11	9%	4	6%	7	11%	-5%	0.3290
Expeditionary	12	10%	8	13%	4	7%	6%	0.2357
O4 Shore to Shore	58	47%	29	47%	29	48%	-1%	0.9321
Acquisition Professional Membership (APM)	45	37%	42	68%	3	5%	63%	0.0000
Supply Corps Community Values								
Completed Masters Degree	98	80%	60	97%	38	62%	34%	0.0000
Two Supply Corps Competencies	47	38%	30	48%	17	28%	21%	0.0192
Acquisition Professional Membership (APM)	45	37%	42	68%	3	5%	63%	0.0000
Other Variables of Interest								
Joint Qualified Officer	3	2%	1	2%	2	3%	-2%	0.5493
Dual Qual JQO and APM	1	1%	1	2%	0	0%	2%	0.3193
Notes								
* Includes Petroleum Management & Logistics IT.								

Data obtained from FLTMPs, Secretary of the Navy (2022a), Secretary of the Navy (2022c), and A. Turner (2022).

An O-4 operational tour was not mentioned in the Supply Corps community values but was encouraged in the convening order. Overall, 38% of the population met this benchmark, and 50% of selected officers and 26% of non-selected officers completed an

O-4 operational tour. Table 8 and Figure 17 show that the 24 percentage point difference is significant. Furthermore, only 20% of the population completed an O-4 operational tour on an aircraft carrier. Specifically, 31% of selected officers and 8% of non-selected officers completed operational tours on an aircraft carrier ($p\text{-value} < 0.05$).



Notes: CVN: Aircraft Carrier. LHD/LHA: Amphibious Assault Ships. Expeditionary: Logistics Support Group (LOGSU) or Explosive Ordnance Disposal Support Group (EODGRU). OCONUS Experience: Tours outside of the United States. Data obtained from FLTMPs.

Figure 17. Lieutenant Commander Tours

C. CAPTAIN (O-6)

1. Community Values

For Captains, both documents stipulate that prospective officers have expertise in one Supply Corps competency and experience in a second, an O-5 milestone tour, and APM. Additionally, JQO certification is highly encouraged for promotion. The individual variables mentioned in both documents and the group demographics can be seen in Table 9.

Table 9. Fiscal Year 2023 Captain Promotion Results Data Analysis

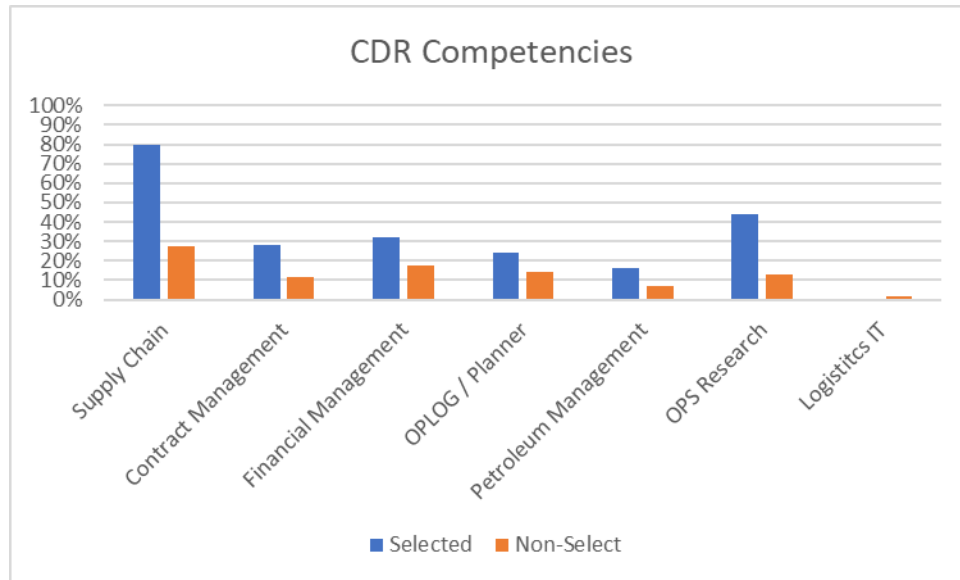
Fiscal Year 2023 Captain Promotion Results								
	All sample		Promoted		Not promoted			
	Count	%	Count	%	Count	%	Diff	p-value
N	94	100%	25	27%	69	73%		
Fiscal Year 2023 Convening Order & Precepts								
Two Supply Corps Competencies	43	46%	21	84%	22	32%	52%	0.0000
Supply Chain	39	41%	20	80%	19	28%	52%	0.0000
Acquisition & Contract Management	15	16%	7	28%	8	12%	16%	0.0550
Business Financial Management	20	21%	8	32%	12	17%	15%	0.1262
OPLOG / Planner	16	17%	6	24%	10	14%	10%	0.2785
OPS Research	20	21%	11	44%	9	13%	31%	0.0012
Other*	10	11%	4	16%	6	9%	7%	0.3102
One Competency	13	14%	5	20%	8	12%	8%	0.2969
Three Competencies	19	20%	9	36%	10	14%	22%	0.0218
Joint Qualified Officer (JQO)	20	21%	7	28%	13	19%	9%	0.3377
Acquisition Professional Membership (APM)	44	47%	21	84%	23	33%	51%	0.0000
O-5 Milestone	19	20%	17	68%	2	3%	65%	0.0000
Aircraft Carrier (CVN)	9	10%	7	28%	2	3%	25%	0.0003
Large Deck Amphibious Ship (LHD/LHA/T-AH/ESG)	9	10%	9	36%	0	0%	36%	0.0000
Ashore Commands	7	7%	7	28%	0	0%	28%	0.0000
Supply Corps Community Values								
Two Supply Corps Competencies	43	46%	21	84%	22	32%	52%	0.0000
O-5 Milestone	19	20%	17	68%	2	3%	65%	0.0000
Aircraft Carrier (CVN)	9	10%	7	28%	2	3%	25%	0.0003
Large Deck Amphibious Ship (LHD/LHA/T-AH/ESG)	9	10%	9	36%	0	0%	36%	0.0000
Ashore Commands	7	7%	7	28%	0	0%	28%	0.0000
Joint Qualified Officer (JQO)	20	21%	7	28%	13	19%	9%	0.3377
Acquisition Professional Membership (APM)	44	47%	21	84%	23	33%	51%	0.0000
Other Variables of Interest								
Dual Qualified in JQO and APM	11	12%	3	12%	8	12%	0%	0.9569
Notes								
* Includes Petroleum Management & Logistics IT.								
** Includes LOGSU, EODESU, and non-operational ashore commands								

Data obtained from FLTMPS, Secretary of the Navy (2022a), Assistant Secretary of the Navy (2022), and A. Turner (2022).

2. Analysis

The three required variables, two Supply Corps competencies, APM, and O-5 milestone tour achieved significance ($p\text{-value} < 0.05$). 84% of Supply Officers selected for promotion had two Supply Corps competencies and APM; while only 32% of non-selected officers had two Supply Corps competencies. Further analysis shows that approximately 80% of the officers selected were experienced in Supply Chain (while only 28% of non-selected met this criteria), as seen in Figure 18. This result is consistent with the February

2022 edition of the NAVSUP OP Monthly, which showed that Supply Chain Management has 42 billets for Captains.



Data obtained from FLTMPs.

Figure 18. CDR Competencies

Sixty-eight percent of the population had completed or were assigned to an O-5 milestone tour. Specifically, 68% of selected officers and 3% of non-selected officers showed the 65-percentage point difference was significant ($p\text{-value} < 0.05$). Of note, two officers who completed or were currently serving in O-5 milestone tours were not selected, which is unusual. We cannot determine if a “Don’t Pick Me Letter” was submitted or if the non-selection was based on a lack of performance.

The final variable for Captain is certification as a Joint Qualified Officer, which was not found significant. Twenty-eight percent of selected officers attained JQO, while 19% of non-selected officers were qualified. This supports the belief that APM is more important than JQO.

D. CHANGES IN THE COMMUNITY VALUES AND CONVENING ORDERS

As part of our research methodology, we analyzed the convening orders from the last five years. These convening orders served as guides to board members during the Lieutenant Commander (O-4), Commander (O-5), and Captain (O-6) promotional boards. Occasionally, these orders are updated as new requirements become necessary. As mentioned previously, a skillset that is critical now may not be required in the future.

Many requirements have remained constant regarding the Supply Corps Lieutenant Commander convening orders covering FY20-FY24. For example, integrity, excellent morals, and sustained superior performance. Additionally, the Supply Corps continually stated that serving two operational tours, earning a warfare qualification, and completing a department head tour are the best indicators of being promoted to Lieutenant Commander. However, there was a shift in FY23. The Supply Corps began requiring officers to understand supply chain interconnectivity and its effects on the sustainment of fleet and joint forces operations (Secretary of the Navy, 2022d). In the same year, merit reorder was introduced which required officers to have an afloat department head tour, superior performance, and two operational tours for consideration. Finally, this shift in policy changed the emphasis from Supply Corps competencies to operational tours.

During the same period, convening orders for Commander boards remained constant. Integrity, morals, sustained superior performance, leadership development, varied assignments, a graduate degree, and progress toward APM and JQO were all constant. A quick aside, in FY22 planners were given special consideration. However, that consideration ended in FY23 and was replaced with “have experience in one Supply Corps competency and progress in another” (Secretary of the Navy, 2022c). Additionally, in FY2023, completing JMPE-1, striking a balance between operational and competency experience, and an O-4 operational tour was more favorable. At the same time, the requirement for APM and JQO was downgraded from required to highly encouraged.

The convening orders for Captains have not changed significantly. Values such as integrity, morals, sustained superior performance, professional expertise, and a great sense of leadership have not changed (Assistant Secretary of the Navy, 2022). Additionally, the

O-5 milestone tour, APM and JQO, and competency experience remained the same. However, Operational planners received special consideration in FY22, but such consideration was removed in FY23. This removal aligned the O-4 and O-5 boards with the shift to operational.

E. SUMMARY

This research set out to answer two primary questions: What factors are associated with a higher probability of promotion, and are those factors consistent with the convening order and community values? While answering those questions, we also determined if specific qualifications, sub-specialties, or redesignation influence an officer's selection. The findings were broken down by paygrade.

In the Lieutenant to Lieutenant Commander (O-4) category, the factors associated with promotion were completing two operational tours, an afloat warfare qualification, and a department head tour. In addition to the published requirements, we also found that redesignation and competencies play a significant role in selection. As a result, the ideal candidate has completed two operational tours, with any combination of department head and afloat, but did not earn an afloat warfare qualification. Additionally, they would not have been re-designated into the Supply Corps and used their shore tour to earn a Supply Corps competency.

The requirements for operational tours and competency development were similar between Lieutenant Commander and Commander. For example, two operational tours for Lieutenant Commander and an O-4 operational tour for Commander were required. We also concluded that the variables outlined in the convening order and community values positively correlated with selection rates. For Commander, the factors associated with promotion were holding a master's degree, completing JPME-1, completing an O-4 operational tour, two Supply Corps competencies, and APM. As a result, the ideal candidate had competency experience as a lieutenant and gained experience in a second competency as a Lieutenant Commander to enable the O-4 operational tour. Additionally, this experience would total four years to qualify for APM; financial management was the most effective while completing a master's degree with JPME-1.

Finally, the selection from Commander to Captain drew many similarities to Commander selections— milestone tour and increased competency experience. The critical variables were two Supply Corps competencies, O-5 milestone tour and APM. As a result, the ideal candidate had performed an O-5 milestone tour, held APM, and two competencies. The competencies likely included supply chain management, operations research, or maintaining three different competencies.

VI. CONCLUSION, RECOMMENDATIONS, AND LIMITATIONS

A. SUMMARY

This research compared the convening orders and community values against the selection results for Lieutenant Commander, Commander, and Captain in FY2023. We found the selection results consistent with the convening orders and community values across the three promotion boards examined in this analysis. Additionally, we identified two variables with strong negative ties to selection rates, which are not discussed in either document.

This project began with two primary and three secondary research questions. In short, each pay grade had three to five statistically significant variables influencing selection rates. The variables were identified and consistent with the Supply Corps community values and convening orders. Additionally, specific individual qualifications, billets, and sub-specialties did appear to offer higher selection rates at various promotion boards. However, those who transferred into the community had substantially lower promotion rates in the Lieutenant Commander's promotion board. The additional factors that are associated with a higher probability of promotion can be seen in the first research question.

What are the factors associated with a higher probability of being selected for promotion to Lieutenant Commander (O-4), Commander (O-5), and Captain (O-6)?

Results from the proportional T-test analysis confirmed that three to five variables in each pay grade are associated with a higher probability of promotion. For Lieutenant Commander: warfare qualification, completing two operational tours, a Supply Corps competency, and a department head tour were associated with a higher probability of promotion and not redesignated into the Supply Corps, which can be seen in Table 6. For Commanders, the variables were: holding a graduate degree, completing JPME-1, APM, completing an O-4 operational tour, and holding two Supply Corps competencies, as seen in Table 8. For Captain, the variables remained the same—holding a graduate degree, completing JPME-1, APM, two competencies, and an O-5 milestone tour, as seen in Table 9.

Are the factors identified above consistent with the Supply Corps community values and convening order?

According to our research, most factors are consistent with the Supply Corps community values and convening order. However, a few outliers were identified. The most significant aspect of the group was the lower promotion rate observed among officers who were redesignated into the Supply Corps. Without verifying sustained superior performance, we suspect the lower promotion rate is due to milestone completion. For example, an officer who redesignates as an LTJG is two years behind a non-redesignated officer. As a result, they may not have a FITREP representing their second operational tour or department head tour at the time of the board. The second factor for Lieutenant Commander was the statistical significance of having a Supply Corps Competency. Neither document identifies this as a requirement for selection. We concluded that the selection results for Commander and Captain were consistent with the community values and convening order. However, we also concluded that the execution of merit reorder at each pay grade was subjective. Two variables, which included having a competency and having served as a flag aide, were neither mentioned in the convening order nor community values but achieved statistical significance for Lieutenant Commander; and no factors achieved statistical significance for Commander. Additionally, only 22% of selected officers served overseas, while 34% of non-selected officers met all requirements with an overseas tour. This fact supports the belief that “it is who you know” and devalues an overseas tour as a requirement. Due to insufficient sample size, we did not analyze the data for merit reorders for the rank of Captain in FY23.

Do specific billets, qualifications, and sub-specialties present a higher selection rate?

Mostly, the promotion rate did not appear to differ by the specific billet, qualification, or sub-specialty. For example, completing two operational tours, regardless of platforms, was statistically significant. However, a few individual billets, qualifications, and sub-specialties presented a higher selection rate. For example, Lieutenants who completed their department head tour on a destroyer or cruiser had a higher probability of promotion than those on an amphibious ship. Similar results were seen with competencies and warfare

qualification—supply chain management, acquisition and contract management, Naval Aviation Supply Corps Officer qualification, and Surface Warfare Supply Corps Officer qualification.

Similar results were observed with the Commander and Captain selections. For example, the business financial manager competency and O-4 operational tour onboard an aircraft carrier was valued higher than the other competencies and tours for Commander. Similarly, supply chain management and operational research outperformed the others for Captain.

Does community re-designation into the Supply Corps negatively affect an officer's chance to be promoted to Lieutenant Commander (O-4)?

As mentioned, we concluded that re-designation into the Supply Corps negatively affects the officer's chance of promotion. Nineteen officers transferred into the Supply Corps, and only eight were selected resulting in subgroups of 42% selected and 58% not selected. Which shows a significant negative correlation and a 15-percentage point difference with a p-value of 0.0136. We conclude that this may be due to these officers having less time or opportunities to achieve important Supply Corps specific milestones before becoming board eligible.

How have the Supply Corps community values and convening orders changed in the last five years?

The community values and convening orders have mostly remained the same for the last five years. However, both began to shift in FY22 in favor of operational tours instead of competency experience. For example, the O-4 operational tour began shifting relevance away from competencies such as operational planner and APM. Additionally, before FY22 individual competencies, such as acquisition and contract management, were given additional consideration; however, in FY23 the language was expanded to be more general.

B. LIMITATIONS

The capstone project shown in this study was limited to a few sources for analysis. For example, we could only study the results of those Supply Officers boarded for promotion in FY23 for Lieutenant Commander, Commander, and Captain. This limits the possibility of

extrapolating the findings of this project and, in turn, may be too narrowly focused to affect future promotion boards. The small sample size also limited our ability to estimate multivariate regression models.

Another limitation was not having the FITREPS of the boarded Supply Officers. This is a significant limitation as we cannot decipher whether there is specific verbiage on a Supply Officer's FITREP that can lead to promotion. At the same time, we can only assume that the Supply Officers selected to promote exhibited sustained superior performance during their tours.

Lastly, although it was statistically significant that serving on an aircraft carrier (CVN) O-4 operational tour correlated to promotion to Commander vice serving on two O-4 shore tours, we cannot state the level of visibility of the two O-4 shore tours. We cannot verify if the two Commanders not selected for Captain were due to performance or the submission of a "Don't pick me" letter. For example, it is widely known in the Supply Corps community that not all tours are weighed the same. The idea that not all tours are considered the same limits the assumption that a CVN O-4 operational tour is the best route to Commander. Finally, all 359 officers are Supply Corps officers. The proportional T-test is based on the convening order and community values specific to the Supply Corps, making this research not generalizable to other communities.

C. FUTURE RESEARCH

This research project exposed specific variables related to the Supply Corps community. We believed it would be beneficial to seek to evaluate such variables to understand better the Supply Corps convening order and community values. Future research and consideration should also be conducted within the Supply Corps community with more years of promotion boards to include access to a full officer's military record. Promoting such future research community-wide would provide further examination of promotional demographics without the fear of professional reprisal. At the same time, it would also be beneficial if further research was extended to other Navy officer communities such as unrestricted line, restricted line, and the remaining Staff Corps designators. Such expansion would provide a better understanding of each officer community.

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