THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

FEB 15 2012

From: Secretary of the Navy
To: Presidents, FY-13 Navy Reserve Captain Staff Corps Officers Promotion Selection Boards

Subj: ORDER CONVENING THE FY-13 PROMOTION SELECTION BOARDS TO CONSIDER STAFF CORPS OFFICERS ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PROMOTION TO THE PERMANENT GRADE OF CAPTAIN

Ref: (a) FY-13 Active-Duty and Reserve Navy Officer and Chief Warrant Officer Promotion Selection Board Precept

Encl: (1) Board Membership

1. **Date and Location**

a. The promotion selection boards, consisting of you as president and the officers listed in enclosure (1), are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, February 22, 2012, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter and the FY-13 Active-Duty and Reserve Navy Officer and Chief Warrant Officer Promotion Selection Board Precept, reference (a).

2. **Promotion Board Authorized Selections**. The total number of officers who may be recommended in each competitive category shall be the number that most closely approximates the percentage set forth below of in-zone eligible officers determined as of the date the boards convene. The Chief of Naval Personnel shall determine the number of in-zone eligible officers on the convening date, calculate the number that may be recommended for promotion under the percentages set forth in the FY-13 Navy Reserve Officer Promotion Plan, and furnish the number to the boards. The boards may recommend up to the number provided by the Chief of Naval Personnel.

COMPETITIVE CATEGORY	PERCENT TO SELECT
Medical Corps	32
Dental Corps	50
Medical Service Corps	10
Judge Advocate General's Corps	62
Nurse Corps	43
Supply Corps	44
Supply Corps (FTS)	50
Chaplain Corps	33
Civil Engineer Corps	42
Limited Duty Officer (Staff)	20

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

4. **Best and Fully Qualified Selection Standard**

a. **Fully Qualified**. All officers recommended for promotion must be fully qualified; that is, each officer recommended must be capable of performing the duties of the next higher pay grade. Officers that do not meet that standard shall not be recommended for promotion.

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

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

very best, including performance, professional experience and education.

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

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

Competitive Category: Medical Corps (2105)

1. Education and Training
2. Joint Experience
3. Naval Special Warfare (NSW) Experience
4. Financial Management (FM)
5. Astronaut Consideration

Competitive Category: Dental Corps (2205)

1. N/A

Competitive Category: Medical Service Corps (2305)

1. N/A

Competitive Category: JAG Corps (2505)

1. N/A

Competitive Category: Nurse Corps (2905)

1. Joint Experience
2. Financial Management (FM)
3. Education and Training

Competitive Category: Supply Corps (3105)

1. Acquisition Corps
2. Financial Management (FM)
3. Joint Experience
4. Expeditionary Warfare and Confronting Irregular Challenges
5. Navy Operational Planner

Competitive Category: Supply Corps (FTS) (3107)

1. Acquisition Corps
2. Financial Management (FM)
3. Joint Experience
4. Expeditionary Warfare and Confronting Irregular Challenges
5. Navy Operational Planner

Competitive Category: Chaplain Corps (4105)

1. N/A

Competitive Category: Civil Engineer Corps (5105)

1. Expeditionary Warfare and Confronting Irregular Challenges
2. Shore Installation Management (SIM)
3. Acquisition Corps
4. Joint Experience
5. Navy Operational Planner
6. Financial Management (FM)
7. Language, Regional Expertise, and Cultural (LREC) Experience
8. Naval Special Warfare (NSW) Experience

9. Operational Analysis (OA)
10. Education and Training

Competitive Category: Limited Duty Officer (65X5)

1. N/A

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

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

(a) The board shall give favorable consideration to those officers who have displayed superior performance while serving in IA/GSA/APH assignments in direct support of OCO, Irregular Warfare, and the National Defense Strategy and, in particular, those assignments that are extraordinarily arduous or which involve significantly heightened personal risk. These individuals are developing valuable combat and nation-building skills under stressful conditions that should be retained and used for future application. IA/GSA/APH assignments may not be typical of the officer's traditional community career path, but are considered vital to the successful joint prosecution of OCO, Irregular Warfare, and the National Defense Strategy.

(b) Due to operational demands, IA/GSA/APH assignments may result in an officer missing the opportunity to serve in a community-recognized milestone or career gate. Additionally, officers may not be competitively ranked against other officers of the same competitive category, and the officer may be rated by a reporting senior unfamiliar with the officer's occupational specialty and the Navy fitness report system. Therefore, special attention must be taken in reviewing these officers' records.

(c) Note that Chaplain Corps (CHC) officers are noncombatants. Chaplains do not develop combat skills. Additionally, both USN and USMC deployments affect chaplains' ITEMPO. IAs are not the only evidence of OCO or "boots on ground" experience. Chaplains are organic to ESG, CSG, NECC, and operational USMC units.

(2) **Education and Professional Development**. The board shall give favorable consideration to those officers with relevant graduate education, experience in specialized areas, and Navy and Joint Professional Military Education (PME).

(a) Obtaining and applying advanced education in specialized competencies that result in designation as a Proven Subspecialist or award of Additional Qualification Designation (AQD) codes are significant career achievements. Additionally, the Navy values competitive scholarships and fellowships, examples of which include: Olmsted Scholar, Marshall Scholar, Morrison Scholar, Rhodes Scholar, Conrad Scholar, JCS Intern, White House Fellowship, SECDEF Fellowship, Federal Executive Fellowship, and Cyber Federal Executive Fellowship.

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

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

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

you shall give equal consideration to outstanding performance whether in an acquisition or non-acquisition position.

6. **Medical Community Considerations**. Navy Medicine needs leaders with knowledge and significant recent experience in a variety of settings including operational medicine, joint medical operations, and current peacetime health care delivery initiatives. Duty or service in combined or other staff positions at the senior levels of government should also be considered favorably. Additionally, Navy Medicine greatly values joint experience and formal education to include JPME-I.

a. The Navy requires officers of exceptionally high professional clinical and business competence and intellectual capacity who have the ability to think logically and express themselves articulately. They must have the energy to create and communicate the organization's vision, as well as build and motivate teams to accomplish that vision. Our leaders must be calculated risk-takers, inclusive in decision-making, and trusted by subordinates. They must have the courage to stand on principles and demonstrate a clear potential to lead the Navy of the future. They must recognize talent and mentor, coach, and develop juniors. They must understand and use best clinical practices and business tools in managing our military population's health. Our Medical Community's leadership must be drawn from those officers who clearly understand Navy Medicine's obligation to support the Fleet and demonstrate the capacity to meet the challenges of our commitment to maritime superiority.

b. You must ensure that Navy Medicine's future leaders possess the broad knowledge necessary to support the operating forces and are acknowledged leaders within their clinical and business specialties. Likewise, the officers selected must have demonstrated exceptional managerial skill and professional competence in executive and staff roles both in support of the Fleet and within the naval shore establishment. In determining those officers best qualified for promotion, you should select those officers who have served in a broad spectrum of assignments requiring expertise in diverse functional areas. It should be noted that, although there is no set career path for upward mobility, those you select will be placed almost assuredly in positions that require broad military and medical perspectives beyond the Department of the Navy.

7. **Judge Advocate General's (JAG) Corps Community Considerations**

a. **Assignment to Office of Military Commissions (OMC)**. On May 14, 2008, DEPSECDEF wrote that "[t]he military commissions are a national priority. Conducting a fair, just, and transparent military commissions process is the Department's top legal services priority and necessitates our commitment to dedicate the right number of and most skilled legal practitioners the Department has to offer." In support of this priority, judge advocates may be assigned PCS to OMC. OMC assignments may not be typical of the officer's traditional community career path, but are considered vital to the successful joint prosecution of Overseas Contingency Operations and the National Defense Strategy. In determining the best and fully qualified officers, you shall favorably consider the valuable contributions made in OMC assignments.

b. **Post-Graduate Education**. The JAG Corps endeavors to provide all judge advocates with the opportunity to obtain post-graduate education. Of those officers afforded an opportunity to obtain post-graduate education, some will attend civilian educational institutions, while others will attend military institutions such as the Army's Judge Advocate General's Legal Center and School, and the Naval War College. Accordingly, post-graduate legal education obtained at a military institution shall be given weight equal to post-graduate legal education obtained at a civilian institution.

c. **Military Justice Litigation Specialty**. Military justice plays a critical role in the maintenance of good order and discipline and accountability in the Navy, and superior performance within this specialty carries with it the potential to impact Navy readiness and operations. Efficient and effective military justice litigation requires experienced, well-trained judge advocate litigators. The JAG Corps must maintain a cadre of specialized officers whose primary responsibility is to prosecute, defend, and judge criminal cases and military commissions. The officers who form this cadre are formally selected by a board and designated as being a member of the Military Justice Litigation Track. Once designated, officers within this career track normally spend significant portions of their careers within designated litigation billets.

Developing and maintaining military justice litigation skills, which are perishable by nature, requires progressive assignment to military justice litigation billets. These assignments may limit variety in billet history and the opportunity for assignment to sea duty, but are vitally important to the Navy's mission. Currently, the needs of the Navy reflect a shortage of officers for senior leadership assignment in this area of expertise. While the need for Military Justice Litigation Track officers does not supplant the best and fully qualified standard, you shall give favorable consideration to officers who have demonstrated expertise in this specialty area.

d. **Environmental Law Specialty**. The Navy must focus on the skill sets mandated by current needs and developing the professional competencies required in our future leadership. The Navy and Joint Force leadership currently require officers with expertise in Environmental Law (ELAW), with a particular emphasis on those environmental matters with the potential to impact Navy readiness and operations. You shall give favorable consideration to the critical competency/skill sets developed by officers who have excelled in ELAW. For uniformed ELAW attorneys in particular, the demands of protecting the Navy's operational interests frequently require that officers complete consecutive, progressive tours on Fleet, OPNAV, Secretarial or OJAG environmental staffs. While these assignments provide opportunities to develop critical skill sets, particularly in the more general areas of litigation, interagency coordination, and legislative support, and are vitally important to the Navy's mission, they may limit billet variety and the opportunity for assignment to sea duty or traditional leadership tours. While the need for officers with ELAW expertise does not supplant the best and fully qualified selection standard, you shall give favorable consideration to officers who have demonstrated expertise in this specialty area.

e. **Assignment to duties in Region Legal Service Offices (RLSOs)**. Within a RLSO, multiple JAG Corps commanders may be competitively ranked against the RLSO executive officer, also a commander. The board shall consider that certain commanders not performing executive officer duties nonetheless provide valuable and unique support to line commanders while serving as region staff judge advocates or environmental counsel. When considering the competitive promotion ranking of such an officer

vis-à-vis the executive officer, the board shall evaluate the ranking in the context of the overall nature and quality of work performed, including support to the line commander.

f. When judge advocates are detailed to serve within interagency or joint commands, where reporting seniors may be unfamiliar with the Navy fitness reports system, special attention must be taken in reviewing those reports.

8. **Supply Corps Community Considerations**. The Navy needs Supply Corps leaders of exceptionally high integrity, professional acumen and business competence, as well as the capacity to think logically and express themselves articulately. They must have the energy to create and communicate the organization's vision, then build and motivate teams to accomplish that vision by coordinating, collaborating, and partnering within matrixed organizations. Our leaders must be calculated risk-takers, inclusive in decision-making, and trusted by subordinates. They must have the courage to stand on principles and demonstrate a clear potential to lead the Navy of the future. They must recognize talent and mentor, coach, and develop juniors. They must understand and use best practices and business tools, military and/or commercial, in managing our Navy's logistics support enterprise. Our Supply Corps community's leaders must be drawn from those officers who clearly understand the Supply Corps' obligation to provide the logistics and supply support required by the Fleet and Joint Force.

a. You must ensure that the Navy Supply Corps' future leaders possess the broad knowledge necessary to support the operating forces and are acknowledged leaders within their selected area of professional concentration/career field. Likewise, the officers selected must have proven highly effective leadership capabilities, demonstrated through increasing leadership roles, e.g., small unit CO/OIC, large unit XO/CO, recognized subject matter expert in their selected career field, serving in ever increasing and expanding roles of responsibility. Officers are encouraged, if appropriate for their grade and selected area of professional concentration, to occasionally serve in assignments outside their selected area of professional concentration to diversify their logistics/supply support experience base. It should be noted that, although

there is no set career path for upward mobility, those you select can eventually be placed in positions that require broad military and logistics/supply support perspectives beyond the Department of the Navy. Areas of professional concentration are operational and expeditionary logistics; supply chain management, particularly storage, distribution and transportation (aviation only for Full Time Support (FTS)); logistics planning; and contracting (Selected Reserve [SELRES] only). As Reserve officers on active duty, Reserve Management tours of increasing scope and responsibility are expected of all Supply Corps FTS officers in fulfillment of their purpose to "perform duty organizing, administering, recruiting, instructing, or training the Reserve components...." (section 12310 of title 10, U.S. Code).

b. The Navy Supply Corps greatly values professional development in all forms, including formal education and relevant experience. Among these are certifications in Defense Acquisition Workforce Improvement Act (DAWIA) communities (especially contracting) or others that document professional expertise in business, logistics, and supply chain management. Successful performance in a joint or combined environment is valued, as is the demonstrated capability to work well in the inter-agency setting.

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

a. You must ensure that Navy CHC senior leaders excel in delivering the core capabilities of facilitation, provision, care and advisement, and that they have demonstrated the ability to plan for the broad delivery of those capabilities at the highest institutional level. Officers selected must have demonstrated exceptional managerial skill and professional competence in executive and staff roles. In determining those officers best qualified for promotion, you should select those officers who have served in a broad spectrum of assignments requiring expertise in diverse functional areas. It should be noted that, although there is no set career path for upward mobility, those you select will likely be placed in positions that require broad military and chaplaincy perspectives beyond the Department of Navy.

b. When CHC officers serve with the Coast Guard, Marine Corps, or in joint environments where reporting seniors may be unfamiliar with the Navy fitness reports system, special attention must be taken in reviewing those officers' records.

Ray Mabus