



THE SECRETARY OF THE NAVY  
WASHINGTON DC 20350-1000

CCT - 2 2017

From: Secretary of the Navy  
To: President, FY-19 Active-Duty Rear Admiral (lower half)  
Line and Staff Corps Promotion Selection Boards

Subj: ORDER CONVENING THE FY-19 PROMOTION SELECTION BOARDS TO  
CONSIDER OFFICERS IN THE LINE AND STAFF CORPS ON THE  
ACTIVE-DUTY LIST OF THE NAVY FOR PERMANENT PROMOTION TO  
THE GRADE OF REAR ADMIRAL (LOWER HALF)

Ref: (a) FY-19 Active-Duty and Reserve Navy Flag Officer  
Promotion Selection Board Precept

Encl: (1) Board Members  
(2) Board Recorders and Administrative Support  
(3) Statutory and Regulatory Promotion Objectives

1. Date and Location

a. The promotion selection boards, consisting of you as president and the officers listed in enclosures (1) and (2), are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, Monday, October 16, 2017, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-19 Active-Duty and Reserve Navy Flag Officer Promotion Selection Board Precept, reference (a), and Statutory and Regulatory Promotion Objectives, enclosure (3).

2. Promotion Board Authorized Selections. The zones for selection to flag have been set forth in the FY-19 Active-Duty Flag Officer Promotion Plan. The boards may recommend up to the number I have provided below.

<u>COMPETITIVE CATEGORY</u>	<u>NUMBER TO SELECT</u>
<b>Unrestricted Line</b>	21
<b>Restricted Line</b>	
Engineering Duty	1
Aerospace Engineering Duty	1
Information Warfare Community	4
<b>Staff Corps</b>	
Medical Corps	1
Supply Corps	2
Chaplain Corps	1
Civil Engineer Corps	1

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3. 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 this 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) As a matter of policy, the following are to be considered essential elements of a fully qualified officer:

(a) There should be no restrictions on an officer's detailability. An officer, once selected, must be capable of being assigned to a flag officer billet immediately upon confirmation by the U.S. Senate.

(b) There should be no restrictions on an officer's ability to assume any job on the Joint Duty Assignment List (JDAL). Unless eligible for a waiver under DoD Instruction 1300.19, a fully qualified officer must be designated as a Joint Qualified Officer (JQO) prior to promotion to flag rank.

1. In order to ensure that selectees will be designated as JQO prior to their promotion date, all selectees must have documented in their official record that they completed JPME I and II and must have been awarded full joint tour credit for serving in a JDAL billet, or be currently serving in a JDAL billet and have completed a minimum of 34 full months (day-for-day), or have accrued a combination of approved experience points and months served in JDAL tours (cumulative credit and/or currently serving) that equals 36 or more points, as of the convening date of the selection board.

2. In accordance with DoD Instruction 1300.19, officers with particular scientific and technical skills, and officers with certain professional specialties, are eligible for a waiver from the JQO designation requirement. Scientific or

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technical waivers may be granted for officers in the following categories: Oceanography, Civil Engineer Corps, Engineering Duty Officer, Aeronautical Engineering Duty Officer, Acquisition Professionals, Aviation Maintenance, and Public Affairs. Professional waivers may be granted for officers within the following categories: Medical Corps, Dental Corps, Medical Service Corps, Nurse Corps, Chaplain Corps, and Judge Advocate General's Corps.

3. You should be aware that officers who have not been designated as a JQO, or who have not served at least 34 months in a joint duty assignment and completed full JPME, or who do not qualify for a scientific, technical, or professional waiver, will require a Good of the Service waiver to permit their promotion to flag rank and must serve their initial flag officer assignments in joint positions. Under policy established by the Office of the Secretary of Defense, the Secretary of Defense personally reviews all Good of the Service waiver requests under a strict standard, and such waivers typically are only approved under extreme circumstances and must be fully justified. The Navy needs flag officers with joint experience skills who are immediately eligible for appointment and able to serve in assignments other than joint duty assignments in their first flag tour. This is a factor for you to consider in determining which officers are fully qualified for promotion.

(3) The Navy is composed of men and women representing dozens of different ethnic groups and hundreds of cultural heritages. Fully qualified officers must have shown the ability to successfully lead and mentor a diverse workforce, while executing the Navy's strategic diversity initiatives and effectively retaining the right quality and quantity of performance-proven personnel.

b. **Best Qualified**. Among the fully qualified officers, you must recommend for promotion the best qualified officers within their respective competitive category. The following core considerations should guide your recommendations. Members assigned to brief individual records are expected to use these considerations to guide the review and structure of their briefs. Each board member is expected to apply this guidance when deliberating and voting. Considerations are:

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**(1) Proven and Sustained Performance**

(a) You are statutorily required to pick the best officers. Proven and sustained superior performance in command and leadership positions in difficult and challenging assignments, including those in the diplomatic/foreign service arena, is the ultimate test of fitness for promotion. This is the number one factor that should guide your recommendations.

(b) When applying this factor, you must consider that the future Navy and joint force leadership will be comprised of a mix of officers that have excelled in both traditional career paths and alternate career paths. You must consider the critical competency/skill sets developed by officers who have excelled in alternate career paths. Further, this board's charter is to select the future leadership of the Navy. Superior leadership skills may be developed in a variety of assignments, and may be found across the Navy from various communities, platforms, and career paths. There are no expectations that flag officers must be selected from only certain communities or platform assignments. Your challenge is to look broadly across the Navy without regard to community, platform, or career path to select the best qualified officers to serve as the future leaders of the Navy.

(c) Our dynamic Navy requires equal consideration to those who have served in non-traditional, combat-related, nation-building roles. Successful performance and leadership in combat conditions demonstrate exceptional promotion potential and should be given special consideration.

(d) You should also consider for promotion those men and women possessing the education, experience, and language skills that help improve the Navy's gender and cultural awareness and those who demonstrate mentoring skills that enhance the professional development of the Navy's future male and female leaders and the wide and varied diversity of the Navy.

(e) A critical goal of the Navy is to encourage -- to demand -- innovation and efficiency to ensure that we retain an adaptive, flexible, and effective naval force able to anticipate events and win across the spectrum of conflict. In your consideration, recognize that the continued preeminence of the Navy in the future is inextricably linked to its ability to successfully change and to manage for efficiency. Our future

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depends on male and female leaders who have demonstrated their awareness of this fact. Within the charter of best and fully qualified, seek to select these officers.

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

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

## **(2) Education / Personal and Professional Development**

(a) The Navy's ability to support future operational requirements depends on a well-educated and trained officer workforce. The Navy needs officers who have helped create a culture of continuous learning demonstrated by their professional development through education and training. You shall favorably consider professional military education (PME), relevant graduate education, and experience in specialized areas. Best and fully qualified candidates seek opportunities to improve performance by increasing their knowledge throughout their careers. The PME Continuum integrates four components of education: Advanced Education, Navy-Specific Professional Military Education (NPME), Joint Professional Military Education (JPME), and Leadership Development.

(b) Applying advanced education in subspecialty tours and achieving specialized skills as reflected in Additional Qualification Designator (AQD) codes are significant career milestones.

## **(3) Statutory Promotion Objectives**

(a) The following competency/skill sets are of such great importance to the Navy's future operational requirements that there are specific statutory goals associated with each:

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1. Joint Duty

2. Acquisition Corps

(b) Success in these assignments should be given special consideration. The statutory joint duty and acquisition corps objectives, which are delineated in enclosure (3), represent critical requirements, which warrant particular consideration when determining which officers are best qualified for promotion. Members must note, however, that these promotion objectives do not alter the best and fully qualified selection standard. Members are not to meet these promotion objectives if meeting the objectives requires selection of officers who are not best and fully qualified.

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

4. **Competency and Skill Guidelines (URL/RL/Staff Corps).** Per title 10, U.S. Code, section 615(b)(4), all promotion selection boards convened by this order to consider eligible officers in the URL, RL, and Staff Corps shall apply the following guidelines relating to Navy's need for rear admirals (lower half) (RDMLs) who possess the competencies and skills indicated.

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a. The Navy must continue to develop leaders who possess the competency/skill areas listed in order of significance below. Give due consideration to demonstrated performance and expertise in these areas.

(1) Experience in Warfare areas of Undersea Warfare, Air and Missile Defense, and Cyber.

(2) Financial Management. Navy leadership must be able to develop and use the tools of sound financial management during decision-making processes. Those selected as Flag officers will likely make decisions involving substantial resources. Multiple one, two and three-star Flag billets specifically require strong financial management experience as a prerequisite, and professional diversity in these senior Flag financial management billets is key to long-term optimal resource allocation. It is critical that you carefully consider an officer's knowledge, skills and abilities in financial management as you determine the future senior leadership in the Navy. Accordingly, in your deliberations you should consider those officers who have proven themselves in the area of financial management favorably over those officers with similar records and performance who lack such proven skills.

(3) Operational Analysis.

(4) Language, Regional Expertise, and Cultural (LREC) Experience.

b. Direct Support of Overseas Contingency Operations (OCO) / Irregular Warfare. The board should give favorable consideration to those officers who, while serving in the grade of O-6, have displayed superior performance in a leadership role while serving in direct support of OCO or in Irregular Warfare assignments, 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. Such assignments may not be typical of the officer's traditional community career path and the officer may be rated by a reporting senior unfamiliar with the officer's specialty and the Navy fitness report system.

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5. Competency and Skill Guidelines

a. Unrestricted Line. Per title 10, U.S. Code, section 615(b)(4), the URL promotion selection board shall apply the following guidelines relating to the Navy's need to fill FY-19 critical vacancies with specified numbers of URL RDMLs who possess the competencies and skills outlined in Table 1, and the Acquisition Professional (AP) competencies and skills outlined in paragraph 5b and Table 2. In most cases, critical vacancies are identified in the Tables by officer designators, which themselves reflect the particular competencies and skills possessed by officers in the respective communities. You shall apply these guidelines in conjunction with the best and fully qualified selection standard, and in no case shall the Navy's need for specified numbers of officers to fill the vacancies be interpreted as a quota. As such, when applying the best and fully qualified standard, give strong consideration to those officers who possess the competencies and skills necessary to fill the FY-19 critical vacancies, as outlined below.

**TABLE 1  
GUIDELINES RELATING TO NAVY'S NEED FOR URL OFFICERS (NON-AP)  
WITH PARTICULAR COMPETENCIES AND SKILLS**

FY-19 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Surface Warfare (111X)	5	Vacancies in 1110 O-7 billets require proven performance in Major Command. Must have commanding knowledge of Naval and other service doctrine with the ability to apply Expeditionary and Carrier Strike Group forces in military operations worldwide. Demonstrated experience in Surface Warfare tactics and procedures required.

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FY-19 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Submarine Warfare (112X)	2	Vacancies in 1120 O-7 billets require proven performance in Major Command. Strong tactical submarine experience and the ability to mentor commanding officers and train submarine crews required.
Special Warfare (113X)	2	Vacancies in 1130 O-7 joint billet require proven performance in Major Command and Joint assignment. Commanding knowledge of special warfare missions, tactics, and operational capabilities is required.
Special Operations (114X)	1	Vacancy in 1140 O-7 joint billet requires proven performance in Major Command and Joint assignment. Commanding knowledge of Navy expeditionary combat force missions, tactics, operational capabilities, and resourcing is required.
Installation Manager	1	Vacancy in O-7 billet requires proven performance in command of a major shore installation as a minimum. Additional post-major command experience in shore management is desired.

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FY-19 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Naval Aviator /Naval Flight Officer (13XX)	6	Vacancies in 1310/1320 O-7 billets require proven performance in Major Command. Must have commanding knowledge of Naval and other service doctrine with the ability to apply Expeditionary and Carrier Strike Group forces in military operations worldwide. Strong experience in tactical aviation and operational readiness is required.
11XX/13XX	3	Vacancies in URL O-7 billets require proven performance in Major Command. Must have commanding knowledge of Naval and other service doctrine with the ability to apply Expeditionary and Carrier Strike Group forces in military operations worldwide. Extensive experience and a broad background in all aspects of Naval Warfare are desired, giving favorable consideration for effectual performance in financial management positions.

b. Unrestricted Line Acquisition Professionals (AP). Acquisition Professional (AP) community officers possess the requisite qualifications to manage the development, acquisition, and life cycle support of the Navy's current and future platforms and associated systems. Assignments given to these officers may have resulted in a career pattern different from officers who have served exclusively in their primary specialty. In making your determination of those officers who are best qualified for promotion, you must view the AP officer's assignments as having the same value as assignments within their primary specialty. Officers enter the AP Community late in their careers. In the context of best and fully qualified, the needs of the Navy require that you select officers with proven capacity for leadership as demonstrated in AP or other

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leadership positions. In considering AP officers for selection, the best qualified criterion is more important than balance among designators. In view of the critical qualifications possessed by AP officers, and in accordance with Title 10, U.S. Code, section 1731, it is expected that these officers, as a group, will be promoted at a rate not less than the rate for all line officers in the same grade. In the context of best and fully qualified, the needs of the Navy require officers with proven capacity for leadership and the competencies and skills identified in Table 2.

**TABLE 2  
GUIDELINES RELATING TO NAVY'S NEED FOR URL AP OFFICERS  
WITH PARTICULAR COMPETENCIES AND SKILLS**

FY-19 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Acquisition Corps (11X0)	1	Vacancy in O-7 billet requires demonstrated leadership in program management of submarine and subsurface systems with significant fleet maintenance and/or fleet modernization experience is desired.

c. **Engineering Duty.** The Navy has a requirement for an Engineering Duty flag officer with broad based technical and acquisition business experience with a proven record of flexibility, innovation, and change leadership. Specific experience in surface ship design, construction, systems acquisition and program management is desired. Demonstrated leadership and experience as a major surface ship program manager is specifically desired.

d. **Aerospace Engineering Duty.** The Navy has a requirement for an Aerospace Engineering Duty Officer with broad based technical, acquisition, and/or maintenance experience. Experience as a Major Program Manager of an ACAT I/II aviation acquisition program is required.

e. **Information Warfare Community (IWC).** Select the best and most fully qualified Information Warfare Community officers. The Navy needs four officers who are agile, flexible and capable of leading across the broadest range of Information Warfare

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disciplines. As such, board members should view an officer's performance in leadership assignments as an indicator of his or her ability to serve as an IWC Flag officer. In making your determination when applying the best and fully qualified standard, give strong consideration to those officers who have demonstrated success in O6 command and for those officers who are Joint Qualified. The strongest candidates will be capable of leading and integrating a broad range of Information Warfare missions in Navy critical positions and in Joint billets as a J2, J3, or J6.

f. Medical Corps. 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. While duty or service in combined or other staff positions at senior levels of government should be favorably viewed, because Navy Medicine also directly supports the operational Marine Corps, special consideration should be given to those officers with prior duty or service with Marine Corps units. The Navy requires officers of exceptionally high professional 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 recognize talent and mentor, coach, and develop juniors. They must understand and use best business tools and clinical practices in managing our military population's health. Our Naval leadership must be drawn from those officers who clearly understand and demonstrate capacity to successfully meet Navy Medicine's obligation of supporting and ensuring success in maritime superiority. You must ensure that the Navy Medical community's future leaders possess broad knowledge in the support of the operating forces as well as proven leadership within their specialty. 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. Officers selected should have held command.

(1) In determining those officers best qualified for promotion, you are instructed that the needs of Navy Medicine and the Navy require that flag officers serve in a broad spectrum of assignments requiring expertise in diverse

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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. They must have the courage to stand on principles and demonstrate a clear potential to lead the Navy of the future. Promotion is competitive and, while based on performance, must be ultimately based on the potential to meet the demands and challenges of flag rank.

(2) Title 10, U.S. Code, section 1251(a) establishes the general rule that a regular officer serving below the grade of O-7 shall be retired on the first day of the month following the month in which the officer becomes 62 years of age. Title 10, U.S. Code, section 1253(a) establishes the general rule that a regular commissioned officer serving in a flag officer grade, unless separated or retired earlier, shall be retired on the first day of the month following the month in which the officer becomes 64 years of age. There are no statutory exceptions to this general rule applicable to medical corps flag officers. If an officer will be 64 or older upon the effective date of appointment to the grade of O-7, section 1253 would prevent the officer from serving in the grade of O-7. If the officer is under 64 years of age upon the effective date of appointment, but subsequently turns age 64 at a later date, section 1253 would require an involuntary retirement for age. Officers who are involuntarily retired for age must serve at least six (6) months time-in-grade to retire as an O-7. Generally, officers who voluntarily retire must serve three (3) years time-in-grade to retire as an O-7. In your deliberations you may consider these statutory age requirements to the degree that it may affect an officer's ability to best serve the Navy's needs as an O-7.

g. Supply Corps. The Supply Corps and Navy require flag officers to serve in a broad spectrum of assignments requiring expertise in diverse functional areas. It is also important that joint experience be highly valued when selecting future Supply Corps flag officers. Under the current statute, the Supply Corps officers designated as AP may receive a technical waiver of the requirement that officers must be designated JQO in order to be fully qualified for promotion to flag. Supply Corps Officers not designated as APs are statutorily required to be Joint Qualified Officers in order to be selected. Officers selected for flag rank in the Supply Corps must have

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demonstrated clear potential to lead the Navy of the future. Future leaders of the Supply Corps should possess:

(1) Broad experience in the Navy's operational forces and the Global Logistics Support Network which supports them.

(2) Acknowledged leadership within one primary line of operation (supply chain management, contracting/financial management, acquisition, or operational logistics), and experience in one other primary or secondary line of operation (business management, operations research or comptrollership).

(3) Exceptional leadership skills with demonstrated integrity and success in command or executive staff positions of equivalent significant responsibility.

(4) Professional competence in senior executive and staff roles in direct support of the Fleet, within the Naval shore establishment, and in other DoD organizations.

h. Chaplain Corps (CHC). The officer you select will serve as the Deputy Chief of Chaplains, Deputy Director for Religious Ministry for the Department of the Navy, and as the Chaplain of the Marine Corps; and must have, to the greatest extent practicable, the following broad base of qualities and experience:

(1) The officer you select must possess impeccable professional ethics and must be of the highest moral character, such that his or her credibility is never doubted.

(2) You must consider that CHC officers serve in diverse assignments across the Navy, Marine Corps, Coast Guard, and Merchant Marines. Performance in senior leadership positions (e.g., command, Fleet/Claimant Chaplain, on senior-flag officer/general officer staff, CHC Division Director, etc.) is a significant test for all top CHC officers. There are no expectations that CHC flag officers must be selected from only certain assignments.

(3) The officer you select must possess the temperament, capability, and capacity to effectively administer the procurement, distribution, training, and education of personnel comprising the Chaplain Corps community.

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(4) The officer you select should have experience in, and practical knowledge of, procedures and practices at the headquarters level of the Department of the Navy; and be familiar with the inner workings of the Chief of Chaplains' headquarters. Accordingly, they must be able to work closely with the Service Chiefs, civilian leadership, and the Armed Forces Chaplains Board. Experience in challenging billets providing direct support to senior military or civilian leadership in the Department of the Navy, the Office of the Secretary of Defense, the Office of the Chairman of the Joint Chiefs of Staff, or other government agencies should be given favorable consideration.

(5) The officer you select must be a team-builder with the ability to cultivate and sustain healthy relationships with Department of the Navy leaders and their staff members, as well as with Service Chiefs, Joint Staff, and the Department of the Defense.

i. Civil Engineer Corps (CEC). As the Navy and Marine Corps' Civil Engineers, the CEC oversees the Navy's expeditionary engineering and global shore infrastructure efforts through all phases of operations. Civil Engineer Corps billets develop four broad skill sets: (1) Naval Construction Force and Expeditionary leadership/contingency engineering; (2) Public Works Management; (3) Facilities Acquisition; and (4) Navy or Joint Staff. Service in Expeditionary units (Seabees, SPECWAR, or other NECC commands) develops contingency engineering expertise; service in Facilities Engineering Commands primarily develops the Public Works Management and Facilities Acquisition competencies. Staff assignments typically draw upon all four skill sets. Civil Engineer Corps officers are expected to develop competence in all four skill sets through ever-increasing job responsibility and the attainment of professional qualifications.

(1) Civil Engineer Corps officers are expected to earn a warfare qualification; be designated as an acquisition professional; and earn licensure as a Professional Engineer or Registered Architect.

(2) Civil Engineer Corps officers are expected to have attained a Masters-level degree in facility engineering or architecture, construction management, or business management.

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(3) Civil Engineer Corps officers may receive a scientific waiver and, as designated acquisition professionals, may receive a technical waiver, of the requirement to be designated JQO for selection to flag.

(4) Excellence in command of a Facilities Engineering Command, Seabee unit, or other shore command is a strong indicator of an officer's ability to meet the increased demands of community flag leadership positions.



Richard V. Spencer

BOARD MEMBERSHIP  
FY-19 ACTIVE-DUTY NAVY  
REAR ADMIRAL (LOWER HALF) LINE AND STAFF  
PROMOTION SELECTION BOARDS

1. Unrestricted Line

ADM William F. Moran, USN (AV) - President  
VADM Michael M. Gilday, USN (SW)  
VADM Charles A. Richard, USN (SS)  
VADM Philip G. Howe, USN (NSW)  
VADM Andrew L. Lewis, USN (AV)  
RADM Dietrich H. Kuhlmann III, USN (SS)  
RADM DeWolfe H. Miller III, USN (AV)  
\*\*RADM Hugh D. Wetherald, USN (SW)  
\*\*RADM Lisa M. Franchetti, USN (SW)  
RADM Dee L. Mewbourne, USN (AV)  
RADM(S) James W. Kilby, USN (SW)  
\*RDML Paul T. Druggan, USN (SW/AP)  
RDML James E. Pitts, USN (SS)  
\*RDML Moises Deltoro III, USN (SS/AP)  
RDML Hugh W. Howard III, USN (NSW)  
\*RDML Francis D. Morley, USN (AV/AP)  
RDML Yancy B. Lindsey, USN (AV)

2. Engineering Duty Officer

ADM William F. Moran, USN (AV) - President  
\*VADM David C. Johnson, USN (ED/AP)  
\*RADM Brian K. Antonio, USN (ED/AP)  
\*\*RADM Lisa M. Franchetti, USN (SW)  
\*RDML Moises Deltoro III, USN (SS/AP)

3. Aerospace Engineering Duty Officer

ADM William F. Moran, USN (AV) - President  
\*\*RADM Lisa M. Franchetti, USN (SW)  
\*RDML Shane G. Gahagan, USN (AED/AP)  
\*RDML Michael W. Zarkowski, USN (AED/AP)  
\*RDML Moises Deltoro III, USN (SS/AP)

4. Special Duty Officer (Information Warfare Community)

ADM William F. Moran, USN (AV) - President  
\*VADM Jan E. Tighe, USN (IWC/AP)  
RADM Brian B. Brown, USN (IWC)  
\*\*RADM Lisa M. Franchetti, USN (SW)  
RDML Danelle M. Barrett, USN (IWC)  
RDML Ronald C. Copley, USN (IWC)  
\*RDML Moises Deltoro III, USN (SS/AP)

5. Staff Corps (Medical Corps)

ADM William F. Moran, USN (AV) - President  
RADM Colin G. Chinn, SHCE, USN (SHCE)  
\*\*RADM Lisa M. Franchetti, USN (SW)  
\*RDML Moises Deltoro III, USN (SS/AP)  
RDML Paul D. Pearigen, SHCE, USN (SHCE)

6. Staff Corps (Supply Corps)

ADM William F. Moran, USN (AV) - President  
\*\*RADM Lisa M. Franchetti, USN (SW)  
\*RDML John T. Palmer, SC, USN (SC/AP)  
\*RDML Moises Deltoro III, USN (SS/AP)  
\*RDML Richard D. Heinz, SC, USN (SC/AP)

7. Staff Corps (Chaplain Corps)

ADM William F. Moran, USN (AV) - President  
VADM Charles A. Richard, USN (SS)  
RADM DeWolfe H. Miller III, USN (AV)  
\*\*RADM Lisa M. Franchetti, USN (SW)  
RADM(S) James W. Kilby, USN (SW)  
RDML Brent W. Scott, CHC, USN (CHC)  
\*RDML Moises Deltoro III, USN (SS/AP)

8. Staff Corps (Civil Engineer Corps)

ADM William F. Moran, USN (AV) - President  
RADM DeWolfe H. Miller III, USN (AV)  
\*RADM Bret J. Muilenburg, CEC, USN (CEC)  
\*\*RADM Lisa M. Franchetti, USN (SW)  
\*RDML Moises Deltoro III, USN (SS/AP)

\* Acquisition Corps Representative  
\*\* Joint Representative

STATUTORY AND REGULATORY PROMOTION OBJECTIVES

(These objectives DO NOT alter the best and fully qualified selection standard discussed in the convening order)

1. Statutory Joint Objectives. For officers assigned to joint duty, within the best and fully qualified standard, the board shall strive to ensure that the following statutory promotion objectives are achieved:

a. Officers who are serving, or have served, on the Joint Staff (JS) are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for officers in the same grade and competitive category who are serving, or have served, at Navy Headquarters; and,

**JS Rate  $\geq$  HQ Rate of Selection**

b. Officers in the grades of lieutenant commander and above, who have been designated as a joint qualified officer (JQO), are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for all officers in the same grade and competitive category.

**JQO Rate  $\geq$  Overall Selection Rate for Category**

2. Statutory Acquisition Corps Objective. In accordance with 10 U.S.C. 1731, it is expected that Acquisition Corps (ACQ) officers are expected, as a group, to be promoted at a rate not less than the rate for all source community officers, in the zone (IZ) and below the zone (BZ), in the same grade.

**ACQ Corps Rate  $\geq$  Overall Selection Rate for Category**

3. Regulatory Objective. Although not contained in statute, the Secretary of Defense has established an additional promotion objective as a matter of policy. Officers who are serving, or have served since being considered by the most recent promotion board, on the staff of the Secretary of Defense will, as a group, be promoted to the next higher grade at a rate not less than the rate for officers in the same grade and competitive category who are serving, or who have served since being considered by the most recent promotion board, at Navy Headquarters.

**OSD Rate  $\geq$  HQ Rate of Selection**

4. Prior to adjournment, the board must review the extent to which the statutory and regulatory promotion objectives have been met.