



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

NOV 16 2017

From: Secretary of the Navy
To: President, FY-19 Navy Reserve Rear Admiral (lower half)
Line Promotion Selection Boards

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

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

Encl: (1) Board Membership
(2) Board Recorders and Administrative Support

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, December 4, 2017, or as soon as practicable thereafter.

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

2. Promotion Board Authorized Selections. The zones for selection to flag have been set forth in the FY-19 Navy Reserve 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>
Unrestricted Line	4
Restricted Line	
Human Resources	1
Aerospace Engineering Duty	1
Information Warfare	1

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

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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) 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:

(1) **Proven and Sustained Performance**

(a) You are statutorily required to pick the best qualified officers. Proven and sustained superior performance in command and leadership positions in difficult and challenging assignments 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, these boards are chartered to select the future leadership of

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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 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 Navy officer to think creatively, develop new ideas, take prudent risks, and maximize capabilities through sound management practices. Bear in mind that, in the context

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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), leadership development, and experience in specialized areas. The PME Continuum integrates four components of education: Advanced Education, Navy-Specific Professional Military Education (NPME), Joint Professional Military Education (JPME), and Leadership Development. Best and fully qualified candidates seek opportunities to improve performance by increasing their knowledge throughout their careers.

(b) Applying advanced education and achieving specialized skills as reflected in Additional Qualification Designator (AQD) codes and Navy Officer Billet Classifications (NOBCs) are significant career milestones.

(3) **Direct Support of Overseas Contingency Operations (OCO) / Irregular Warfare.** The boards should give favorable consideration to those officers who, while serving in leadership positions in the in the grade of O-5 or above, have displayed superior performance 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.

4. **Human Resources (HR) Community Considerations.** The HR community plans, programs, and executes life-cycle management of the Navy's most valued resource - people. The Chief of Naval Operations' focus on attracting, recruiting, developing, assigning, and retaining a diverse, high performing, and mission-focused force requires that the officer selected possess

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a balance of HR competencies in addition to superior leadership skills. Successful tours in HR strategic planning and the core competencies of: workforce (military, civilian, and contractor) requirements determination; recruiting; personnel/talent management; and workforce training and development are important. A successful activation in a senior HR role, Master's degree in an HR-related field, and HR certification are highly valued.

5. **Aerospace Engineering Duty (AEDO) Community Considerations.**

FY-19 presents a specific need for an executive leader able to direct diverse teams supporting major weapon system acquisition, as well as logistics and maintenance program management. Knowledge of NAVAIR requirements and capabilities, from initial proposal to fielding and maturation, are a must. Must possess demonstrated experience in successful industry contract management and execution. Demonstrated entrepreneurial skillsets are recommended to meet rapidly changing needs of active component customer in a dynamic environment. In addition to depth of experience, breadth of experience across multiple diverse acquisition efforts is required. Skills are necessary for ensuring executive technical and acquisition excellence as a Systems Command Vice Commander in engineering, test and evaluation or logistics.

6. **Information Warfare Community (IWC) Considerations.** The IWC promotion selection board shall apply the following guidelines relating to the Navy's need to fill an FY-19 vacancy. You shall apply these guidelines in conjunction with the best and fully qualified selection standard. 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 vacancy.

a. Proven performance in command and must have strong cross functional knowledge at the tactical and operational levels that affect and directly support Naval, Joint and/or Interagency Operations. Preferred experience in a senior officer (O5/O6) mobilization in direct support of Overseas Contingency Operations. Must have in-depth knowledge of Navy Reserve and Naval Information Force Reserve while serving in Major Command and Major HQ staff billets.

b. Proven performance in command and staff experience in a primary IWC designator with proven aptitude and experience in

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other IWC disciplines and/or other Warfare areas/domains. Must
have in-depth knowledge of Naval and other service doctrine and
operations with ability to develop and integrate operational
Information Warfare effects at the tactical and operational
levels.

A handwritten signature in black ink, appearing to read 'R. Spencer', with a long horizontal line extending to the right.

Richard V. Spencer

**BOARD MEMBERSHIP
FY-19 NAVY RESERVE
REAR ADMIRAL (LOWER HALF) LINE
PROMOTION SELECTION BOARDS**

1. Unrestricted Line
VADM John N. Christenson, USN (SW) - President
RADM Mark L. Leavitt, USNR (AV)
RADM Scott B. J. Jerabek, USNR (SW)
RADM Thomas W. Luscher, USNR (AV)
RADM Daniel B. Hendrickson, USNR (NSW)
RDML Linda R. Wackerman, USNR (AV)
RDML Kevin C. Hayes, USNR (SW)
RDML Andrew C. Lennon, USNR (SS)
RDML Brian S. Hurley, USNR (SS)
RDML Matthew P. O'Keefe, USNR (AV)
RDML John A. Schommer, USNR (SW)
RDML Rodney P. DeWalt, USNR (AV)
RDML Andrew J. Mueller, USNR (AV)

 2. Special Duty Officer (Human Resources)
VADM John N. Christenson, USN (SW) - President
RDML Linda R. Wackerman, USNR (AV)
RDML Brian S. Hurley, USNR (SS)
RDML Katherine A. McCabe, USNR (HR)
RDML Matthew P. O'Keefe, USNR (AV)

 3. Aerospace Engineering Duty Officer
VADM John N. Christenson, USN (SW) - President
RDML Linda R. Wackerman, USNR (AV)
RDML Brian S. Hurley, USNR (SS)
*RDML Daniel V. MacInnis, USNR (AED)
RDML Matthew P. O'Keefe, USNR (AV)

 4. Information Warfare Community
VADM John N. Christenson, USN (SW) - President
RADM Thomas W. Luscher, USNR (AV)
RDML Linda R. Wackerman, USNR (AV)
RDML Brian S. Hurley, USNR (SS)
RDML Gene F. Price, USNR (IWC)
- * Acquisition Corps Representative