



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

SEP 21 2018

From: Secretary of the Navy
To: President, FY-20 Active-Duty Rear Admiral (lower half)
Line and Staff Corps Promotion Selection Boards

Subj: ORDER CONVENING THE FY-20 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-20 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, September 24, 2018, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-20 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-20 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>
Unrestricted Line	19
Restricted Line	
Acquisition Line Community	4
Public Affairs	1
Information Warfare Community	2
Staff Corps	
Medical Corps	1
Medical Service Corps	1
Supply Corps	1
Civil Engineer Corps	1

Subj: ORDER CONVENING THE FY-20 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)

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 assignability. 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 (in the grade of O-4 or above), or be currently serving in a JDAL billet and have completed a minimum of 24 full months (day-for-day), or have accrued a combination of approved experience points and months served in JDAL tours, in the grade of O-4 or above (cumulative credit and/or currently serving) that equals 24 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

Subj: ORDER CONVENING THE FY-20 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)

a waiver from the JQO designation requirement. Scientific or 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 24 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:

Subj: ORDER CONVENING THE FY-20 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)

(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 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

Subj: ORDER CONVENING THE FY-20 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)

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. 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. 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 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:

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

Subj: ORDER CONVENING THE FY-20 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)

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) who possess the competencies and skills indicated.

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

Subj: ORDER CONVENING THE FY-20 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)

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) Operations Analysis. Senior Navy leaders must be able to fully leverage analysis and assessments to inform complex decisions involving substantial resources. Understanding and using big data analytics, statistical analysis and optimization tools to improve Navy execution and drive stronger outcomes is fundamentally important to Flag officer decision-making. Operations Analysis experience in senior flag billets is a key element for driving improved Navy decision making, valuation and the assessments that underpin Navy positions. Accordingly, in your deliberations you should favorably consider those officers who have proven themselves in the area of Operations 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.

Subj: ORDER CONVENING THE FY-20 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)

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-20 critical vacancies with specified numbers of URL rear admirals (lower half) who possess the competencies and skills outlined in Table 1. 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-20 critical vacancies, as outlined below.

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

FY-20 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.
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 submarine commanding officers and train submarine crews required.

Subj: ORDER CONVENING THE FY-20 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)

FY-20 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Special Warfare (113X)	2	Vacancies in 1130 O-7 joint billets require proven performance in Major Command and Joint assignment. Commanding knowledge of special warfare missions, tactics, and operational capabilities is required.
Installation Manager	1	Vacancy in O-7 billet requires proven performance in command of a major shore installation as well as additional post-major command experience in shore management (such as, but not limited to, a Region staff, CNIC HQ staff, OPNAV N4 or ASN (EI&E) staff).
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 employ Expeditionary/Carrier Strike Group or undersea forces in military operations worldwide. Extensive experience and a broad background in all aspects of Naval Warfare are desired, giving favorable consideration for effectual

Subj: ORDER CONVENING THE FY-20 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)

FY-20 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
		performance in budgeting, programming and/or requirement generation.

b. Acquisition Line Community (ACQ). The Navy has requirements for Acquisition Line Flag Officers with broad-based technical and acquisition business experience with proven records of flexibility, innovation, and change leadership. 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-20 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Acquisition Corps (11X0 or 1440)	1	Vacancy in O-7 billet requires demonstrated leadership in surface ship design, construction, systems acquisition and program management. Demonstrated leadership and experience as a surface ship ACAT I major program manager is specifically required.
Acquisition Corps (11X0 or 1440)	1	Vacancy in O-7 billet requires demonstrated leadership in program management of surface ships or associated combat and missile systems. Experience as a major program manager leading operational and/or technical aspects of Surface Ship Programs and/or Integrated Warfare Systems and/or Ballistic Missile Defense is required.
Acquisition Corps (1440)	1	Vacancy in O-7 billet requires a significant experience

Subj: ORDER CONVENING THE FY-20 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)

FY-20 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
		successfully leading nuclear capable public shipyards with expertise in maintenance and repair of both aircraft carriers and submarines.
Acquisition Corps (13X0 or 15X0)	1	Vacancy in O-7 billet requires broad-based technical, acquisition, and/or maintenance experience. Experience as a Major Program Manager of an ACAT I/II aviation acquisition program is required. Experience in test and evaluation desired.

c. Public Affairs Community (PA). The officer you select will serve as the Chief of Information, the community manager, and program sponsor for the Public Affairs community. The Chief of Information is a strategic advisor to the Secretary of the Navy, the Secretariat, the Chief of Naval Operations and the OPNAV staff. The Chief of Information operates and leads the Office of Information. In coordination with the Office of the Secretary of the Navy, he or she will supervise the provision of public affairs and related programs and services. The Chief of Information provides strategic counsel on public and internal communication issues and provides advice on public affairs policies and programs. Consistent with these obligations, I have developed the following criteria, set out below in order of significance, to which you are to adhere in making your selection.

(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) The Chief of Information advises the Secretary of the Navy and Chief of Naval Operations on public communication matters, policies, and programs; public awareness and community relations; internal information/corporate communication dissemination; and public affairs aspects of operations, Navy activities, and public events or incidents. As such, the officer you select must be able to provide high-level and unvarnished counsel to senior Navy leaders. Experience in challenging billets providing direct support to the Office of

Subj: ORDER CONVENING THE FY-20 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)

the Secretary of Defense, the Joint Staff, Department of the Navy (DON) senior leadership, or a Combatant Commander is desired.

(3) The officer you select must be able to navigate the complexities of synchronizing and aligning communication activities among senior DON leaders, service, joint, and DoD, stakeholders. This officer must be well-skilled at managing and prioritizing competing communication requirements. Experience and familiarity with Washington, D.C. interagency procedures is highly desired.

(4) The Chief of Information exercises management and control over all Office of Information field activities and, in coordination with the Office of the Secretary of the Navy, provides direction to public affairs programs throughout the Navy. For this reason, the officer you select must possess experience in and practical knowledge of procedures and practices of the Navy public affairs program and at the headquarters level of the DON. Additionally, the officer you select must have knowledge of the needs of the afloat forces and demonstrated superior performance in providing public affairs capability to fleet and shore establishments.

(5) The officer you select must possess the temperament, capability, and capacity to effectively administer the procurement, training, assignment, retention, and career progression of the more than 200 naval officers, 1,100 enlisted and 800 civilians comprising the Public Affairs community.

(6) Any good strategic advisor will also be a team-builder. The Chief of Information must cultivate and sustain healthy relationships internally with other staff members, as well as externally with members of the media. Such relationships not only ensure effective results, but also help provide venues through which context and understanding of the Navy's operations, decisions, and policies are best fostered. The officer you select must have proven ability to forge and use powerful, meaningful relationships.

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

Subj: ORDER CONVENING THE FY-20 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)

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, leadership in operationally challenging environments, and in Post Major Command critical assignments. The strongest candidates for IWC Flag Officer have demonstrated the ability to lead and integrate a broad range of Information Warfare missions that can be applied in Navy and Joint IWC Flag assignments.

e. Medical Community (MC and MSC). 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, inspire, 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 and supporting the mission of a highly deployed expeditionary force. 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 a variety of 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

Subj: ORDER CONVENING THE FY-20 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)

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 community 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 months time-in-grade to retire as an O-7. Generally, officers who voluntarily retire must serve three years time-in-grade to retire as an O-7. In your deliberations you may consider these statutory age requirements to the degree that they may affect an officer's ability to best serve the Navy's needs as an O-7.

f. 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, Supply Corps Officers designated as acquisition professionals (AP) may receive a technical waiver of the Joint Qualified Officer requirement; however, the organization still values joint experience and, particularly, Joint Qualified Officers 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

Subj: ORDER CONVENING THE FY-20 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)

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, 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.

g. 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.

Subj: ORDER CONVENING THE FY-20 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)

(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-20 ACTIVE-DUTY NAVY
REAR ADMIRAL (LOWER HALF) LINE AND STAFF
PROMOTION SELECTION BOARDS

1. Unrestricted Line

ADM John C. Aquilino, USN (AV) - President
VADM William K. Lescher, USN (AV)
VADM William R. Merz, USN (SS)
VADM Richard A. Brown, USN (SW)
RADM Ronald A. Boxall, USN (SW)
RADM Daniel H. Fillion, USN (AV)
RADM Daryl L. Caudle, USN (SS)
RADM William D. Byrne, Jr., USN (SW)
RADM John V. Fuller, USN (SW)
RADM(Sel) Thomas E. Ishee, USN (SS)
RDML Brian J. Brakke, USN (EOD)
RDML Charles W. Rock, USN (SW)
RDML Jeffrey T. Jablon, USN (SS)
RDML John C. Ring, USN (AV/NFO)
RDML Peter A. Garvin, USN (AV)
**RDML Sara A. Joyner, USN (AV)
**RDML Frank M. Bradley, USN (NSW)

2. Acquisition Line Community

ADM John C. Aquilino, USN (AV) - President
*VADM Gordon D. Peters, USN (AED/AP)
*RADM John P. Neagley, USN (SW/AP)
*RADM Mark R. Whitney, USN (ED/AP)
*RADM Michael T. Moran, USN (AV/NFO/AP)
*RADM Christian D. Becker, USN (AED/AP)
*RADM Jon A. Hill, USN (ED/AP)
*RADM(SEL) Lorin C. Selby, USN (SS/AP)
**RDML Sara A. Joyner, USN (AV)

3. Public Affairs

ADM John C. Aquilino, USN (AV) - President
VADM Richard A. Brown, USN (SW)
RADM Daryl L. Caudle, USN (SS)
RADM John V. Fuller, USN (SW)
**RDML Sara A. Joyner, USN (AV)

4. Information Warfare Community

ADM John C. Aquilino, USN (AV) - President
VADM Matthew J. Kohler, USN (IWC)
RADM Kathleen M. Creighton, USN (IWC)
RADM John V. Fuller, USN (SW)
RDML Stephanie T. Keck, USN (IWC)
**RDML Sara A. Joyner, USN (AV)
RDML John A. Okon, USN (IWC)

5. Staff Corps (Medical Corps)

ADM John C. Aquilino, USN (AV) - President
VADM Clinton F. Faison III, SHCE, USN
RADM Terry J. Moulton, SHCE, USN
RADM John V. Fuller, USN (SW)
**RDML Sara A. Joyner, USN (AV)

6. Staff Corps (Medical Service Corps)

ADM John C. Aquilino, USN (AV) - President
RADM Bruce L. Gillingham, SHCE, USN
RADM John V. Fuller, USN (SW)
RDML Anne M. Swap, SHCE, USN
**RDML Sara A. Joyner, USN (AV)

7. Staff Corps (Supply Corps)

ADM John C. Aquilino, USN (AV) - President
*RADM Michelle C. Skubic, SC, USN
RADM John V. Fuller, USN (SW)
*RDML Kevin M. Jones, SC, USN
**RDML Sara A. Joyner, USN (AV)

8. Staff Corps (Civil Engineer Corps)

ADM John C. Aquilino, USN (AV) - President
RADM Daryl L. Caudle, USN (SS)
RADM John V. Fuller, USN (SW)
*RADM(Sel) John W. Korka, CEC, USN
**RDML Sara A. Joyner, USN (AV)

* Acquisition Corps Representative
** Joint Representative

Enclosure (1)

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.