



THE SECRETARY OF THE NAVY  
WASHINGTON DC 20350-1000

OCT - 6 2017

From: Secretary of the Navy  
To: President, FY-19 Active-Duty Rear Admiral 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  
  
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 and individuals listed in enclosures (1) and (2), are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, Thursday, October 12, 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>	16
<b>Restricted Line</b>	
Acquisition Line Community	3
Information Warfare Community	2
<b>Staff Corps</b>	
Judge Advocate General's Corps	1
Supply 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) 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 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

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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 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.

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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), 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 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 for promotion. Members must note, however, that these promotion objectives do not alter the best and fully qualified selection

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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 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 during decision-making processes. Flag officers will likely make decisions involving substantial resources. Multiple one,

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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 or above, 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.

## 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 officers 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

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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
<b>Unrestricted Line</b>		
Surface Warfare (111X)	3	(3) Vacancies in O8 1110 billets require performance as a Strike Group Commander (operational/training strike group) or Joint Task Force Commander, experience in material and operational readiness, and working knowledge of the budgeting and programming process. Successful tour on a major Navy staff or Joint command is desired.
Submarine Warfare (112X)	1	(1) Vacancy in O8 1120 billet requires performance as a Submarine Group Commander or Joint Task Force Commander and knowledge of the budgeting and programming process. Successful tour on a major Navy staff or Joint command is desired.
Submarine Warfare (112X)	1	(1) Vacancy in O8 1120 billet requires an officer with expertise in the integration of compartmented programs within DoD and IC planning and operations to support the warfighter.

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Special Warfare (113X)	1	(1) Vacancy in 1130 08 billet requires performance in joint assignments, special warfare missions, tactics, operational capabilities and knowledge of the budgeting and programming process is desired.
Naval Aviator/Naval Flight Officer (13XX)	4	(4) Vacancies in 1310/1320 08 billets require performance as a Strike Group Commander (operational/training strike group), Maritime Patrol and Reconnaissance Group Commander (unique P-3/P-8 billet), or Joint Task Force Commander, as well as strong tactical aviation and/or operational readiness experience, and working knowledge of the budgeting and programming process. Successful tour on a major Navy staff or Joint command is desired.
111X/112X/13XX	5	(5) Vacancies in 1110/1120/1310/1320 08 billets require performance in command and/or successful tour on a major Navy staff or Joint command, giving favorable consideration for effectual performance in financial management positions. Extensive experience and a broad background in all aspects of Naval Warfare, i.e., surface, sub-surface, air, mine, amphibious and logistics is desired.
Region Commander	1	(1) Proven performance in command of a Navy region.



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b. Acquisition Line Community

(1) The Navy has a requirement for a senior Acquisition Officer with significant experience and expertise in Naval Architecture, Ship and Submarine Systems, Design and Engineering, Program Management, and Engineering Management.

(2) The Navy has a requirement for a senior Acquisition Officer with significant experience and expertise in Program Management, Systems Engineering, Design and Acquisition of Strategic Nuclear Weapons Systems, and Combat Systems and/or Ballistic Missile Defense.

(3) The Navy has a requirement for a senior aviation Acquisition Officer with significant experience successfully leading a large aviation acquisition, test, and/or engineering organization/command. Specific experience as an aviation Warfare Center Commander is required.

c. Information Warfare Community. Select the best and most fully qualified Information Warfare Flag Officers. The Navy needs two officers who are agile, flexible and capable of leading across the broadest range of Information Warfare disciplines (Battlespace Awareness, Assured Command and Control and Integrated Fires). The selected officers need to be competitive for Joint O8 assignments and with high potential to compete for O9 positions.

d. Judge Advocate General's Corps (Deputy Judge Advocate General). The officer selected must be of the highest integrity and character, with the demonstrated ability to provide legal advice that is accurate, independent, objective, and reflective of the core values of the Department of the Navy. The board shall recommend the officer who, in the opinion of a majority of the members of the board, is best qualified to serve as Deputy Judge Advocate General of the Navy, giving due consideration to the needs of the Navy. The Deputy Judge Advocate General performs a wide variety of legal duties and has independent responsibilities, but also acts for the Judge Advocate General in his or her absence and advises me and other senior leaders on matters of critical importance to the Department of the Navy. I have developed the following criteria, set out below in order of significance, to which you are to adhere in making your selection. You must ensure that the future Deputy Judge Advocate General has the following broad base of qualities and experience:

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(1) The Deputy Judge Advocate General plays an instrumental role in establishing rules governing the professional conduct and discipline of all military attorneys in the Department of the Navy. I also rely on this officer to assist me in resolving sensitive personnel accountability matters, and in setting behavioral standards and policies. Accordingly, the officer you select must have impeccable professional ethics and be of the highest moral character with the finest sense of personal honor.

(2) Performance in command is the defining test for all top naval officers. In this regard, demonstrated success in command represents the preeminent test of an officer's leadership and judgment. The Deputy Judge Advocate General serves as Commander, Naval Legal Service Command, a world-wide organization with hundreds of officers, enlisted personnel, and civilians providing legal services to the Fleet. It is critical to ensure that the Naval Legal Service Command is led by a flag officer who understands the challenges of command and is familiar with the operation of the Naval Legal Service Command.

(3) The Deputy Judge Advocate General must advise the Department of the Navy's senior leadership on a broad range of complex legal issues. The officer selected must be able to work closely with the Chief of Naval Operations and his staff, the civilian leadership, and the Office of General Counsel. The officer must also have experience in and practical knowledge of procedures and practices at the headquarters level of the Department of the Navy. For this reason, experience in challenging billets providing direct support to the Department of the Navy's senior leadership is desired.

(4) The Deputy Judge Advocate General supervises the provision of legal services throughout the shore and afloat commands through legal officers worldwide. Knowledge of the needs of the afloat forces and demonstrated superior performance in providing legal services to fleet or shore establishments are desired.

(5) The Deputy Judge Advocate General assists in the management of the Office of the Judge Advocate General, which consists of specialty divisions whose task is to resolve critical questions of law. The officer you select must be familiar with the inner workings of the Navy's legal headquarters and must also be capable of supervising attorneys practicing in diverse areas of law.

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e. Supply Corps. The Supply Corps and Navy require flag officers to serve in a broad spectrum of assignments requiring expertise in diverse functional areas. While there is no set career path for upward mobility, the flag officer you select will be placed in positions that require broad military perspectives. Thus, duty in flag officer command and joint positions at senior levels of the Department of Defense is highly desired. The flag officer selected must be able to perform effectively and contribute at the highest levels of government, and have clear potential to serve as Commander, Naval Supply Systems Command and Chief of the Supply Corps.

f. Civil Engineer Corps. As the Navy's 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.

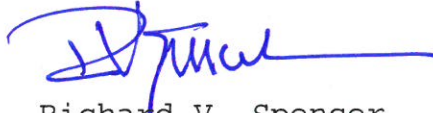
(1) Civil Engineer Corps officers are expected to earn a warfare qualification; be designated as an acquisition professional; and earn licensure as a Professional Engineer or Registered Architect.

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

(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.

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(4) Excellence in command as a Naval Facilities  
Engineering Command Theater Engineer and Fleet Civil Engineer is  
a strong indicator of an officer's ability to meet the increased  
demands of community flag leadership.



Richard V. Spencer

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

1. Unrestricted Line  
ADM Scott H. Swift, USN (AV) - President  
VADM Joseph E. Tofalo, USN (SS)  
VADM Philip G. Howe, USN (NSW)  
VADM Christopher W. Grady, USN (SW)  
VADM William K. Lescher, USN (AV)  
RADM Victorino G. Mercado, USN (SW)  
RADM Ricky L. Williamson, USN (SW)  
RADM Bruce H. Lindsey, USN (AV/NFO)  
\*\*RADM Daniel H. Fillion, USN (AV)  
RADM Kyle J. Cozad, USN (AV)  
\*\*RADM Lisa M. Franchetti, USN (SW)  
RADM Randy B. Crites, USN (SS)  
RADM John W. Tammen, Jr., USN (SS)
  
2. Acquisition Line Community  
ADM Scott H. Swift, USN (AV) - President  
RADM Victorino G. Mercado, USN (SW)  
\*RADM Mark W. Darrah, USN (ACQ)  
\*RADM Michael E. Jabaley, Jr., USN (ACQ)  
\*RADM Brian K. Antonio, USN (ACQ)  
\*RADM Christian D. Becker, USN (ACQ)  
\*\*RADM Lisa M. Franchetti, USN (SW)
  
3. Information Warfare Community  
ADM Scott H. Swift, USN (AV) - President  
VADM Matthew J. Kohler, USN (IWC)  
RADM Victorino G. Mercado, USN (SW)  
\*\*RADM Lisa M. Franchetti, USN (SW)  
RADM John W. Tammen, Jr., USN (SS)
  
4. Judge Advocate General's Corps  
ADM Scott H. Swift, USN (AV) - President  
RADM Victorino G. Mercado, USN (SW)  
RADM John G. Hannink, JAGC, USN  
RADM Ricky L. Williamson, USN (SW)  
\*\*RADM Daniel H. Fillion, USN (AV)  
\*\*RADM Lisa M. Franchetti, USN (SW)  
RADM John W. Tammen, Jr., USN (SS)
  
5. Supply Corps  
ADM Scott H. Swift, USN (AV) - President  
RADM Victorino G. Mercado, USN (SW)  
\*\*RADM Daniel H. Fillion, USN (AV)  
\*\*RADM Lisa M. Franchetti, USN (SW)  
RADM John W. Tammen, Jr., USN (SS)

6. Civil Engineer Corps  
ADM Scott H. Swift, USN (AV) - President  
RADM Victorino G. Mercado, USN (SW)  
RADM Bret J. Muilenburg, CEC, USN  
\*\*RADM Lisa M. Franchetti, USN (SW)  
RADM John W. Tammen, Jr., USN (SS)

- \* 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, Acquisition (ACQ) Corps officers are expected, as a group, to be promoted at a rate not less than the rate for all source community officers, both in the zone (IZ) and below the zone (BZ), in the same grade.

**ACQ Corps Rate  $\geq$  Overall Selection Rate for Source 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.