



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

NOV 13 2021

From: Secretary of the Navy
To: Presidents, FY-23 Navy Reserve Rear Admiral Line and Staff Corps Promotion Selection Boards
Subj: ORDER CONVENING THE FY-23 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE AND STAFF CORPS ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF REAR ADMIRAL
Ref: (a) FY-23 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 presidents and the officers and individuals listed in enclosures (1) and (2), are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, Tuesday, November 16, 2021, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter and the FY-23 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-23 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	3
Unrestricted Line (FEO)	1
Staff Corps	
Senior Health Care Executive (SHCE)	1
Supply Corps (SC)	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 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.

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(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 Department of Defense (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 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' 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

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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 demonstrates 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 of a changing Navy, officers demonstrating innovative thinking, efficient management skills, prudent risk taking, and effective business practices, may reflect a variety of backgrounds.

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(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 assignments 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) **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 works to strengthen the resolve of their peers, superiors, and subordinates.

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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 to 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. **Equal Opportunity Guidance**

a. Diversity is the strength of Our Nation. The Navy benefits when we capitalize on the diverse experience, perspective, innovative spirit, background, and ideas in our ranks. Diversity is not founded on statistics, percentages, or quotas. Diversity is about achieving peak performance. Our Navy should draw upon the entire possible set of talents and backgrounds to maximize our warfighting capability, innovate to address new threats and challenges, and take advantage of emergent opportunities.

b. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, or national origin. Discrimination on any of these bases is contrary to the Department's core values of honor, courage, and commitment. The Navy strives to maintain a professional working environment in which an individual's race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, or national origin will not limit his or her professional opportunities. Accordingly, within this board's charter to determine the officers who are "best and fully qualified," you must ensure that officers of every race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, and national origin are given fair and equitable consideration.

c. Your evaluation of all officers must be fair and equitable. You should be particularly vigilant in your evaluation of records to take care that no officer's promotion opportunity is disadvantaged by service utilization policies or practices. You should evaluate each officer's potential to

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assume the responsibilities of the next higher grade, including his or her ability to successfully lead a diverse organization, the overriding factor being performance of assigned duties.

d. Impermissible Considerations. Promotion boards are prohibited from considering the following:

(1) The marital status, civilian employment, religion, or volunteer service of an officer;

(2) Any information regarding an officer's spouse, including, but not limited to, civilian or military employment, education, race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, national origin, and volunteer service;

(3) An officer's previous decision to opt out of a promotion selection board; and

(4) An officer's previous participation in the Career Intermission Program.

e. The Navy has assigned some officers outside of traditional career development patterns, e.g., institutional instructors, diversity officers, recruiting, and equal opportunity billets. These assignments, though greatly beneficial to the Navy, may have foreclosed to the officers so assigned opportunities available to other officers. In addition, other utilization policies or practices, such as those based on statutory restrictions on the assignment of women, may have had an effect on career opportunities. Such assignment practices should not prejudice the selection of these men and women for promotion; to do so may deny the Navy the diversity of talent, background, and experience we should seek and which is necessary for sustained success in our changing world. Successful performance of duties assigned is the key in measuring an officer's potential for promotion; duty performed well by men and women affected by such utilization policies or practices should be given weight equal to duty performed well by an officer not affected by such policies or practices.

f. This guidance shall not be interpreted as requiring or permitting preferential treatment of any officer or group of officers on the grounds of race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, or national origin.

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5. Unrestricted Line (URL) Competency and Skill Guidelines.

Per section 14107(b)(4) of title 10, U.S. Code, the URL promotion selection board shall apply the following guidelines relating to the Navy's need to fill FY-23 critical vacancies with specified numbers of SELRES URL rear admirals who possess the competencies and skills outlined in Table 1. In most cases, critical vacancies are identified 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 determining those URL officers who are best and fully qualified for promotion, the URL board should give strong consideration to those officers who possess the competencies and skills necessary to fill the FY-23 critical vacancies, as outlined in Table 1.

TABLE 1

GUIDELINES RELATING TO NAVY'S NEED FOR URL REAR ADMIRALS WITH PARTICULAR COMPETENCIES AND SKILLS

FY-23 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Surface Warfare (1115)	1	Vacancy in O-8 1115 billet requires an experienced officer with proven performance while assigned to significant leadership position(s) at Navy or Joint command(s), and experience in material and operational afloat readiness.
1XX5	1	Extensive experience and a broad background in naval warfare, giving favorable consideration for effectual performance in personnel management, budgeting, requirements generation, cyberspace, space, information warfare, unmanned, and/or strategic mission.

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6. **FEO Considerations.** The flag officer selected for promotion from the FEO competitive category will be detailed as the Commander, Navy Reserve Forces Command. The officer selected to this position should demonstrate proven leadership potential with a broad understanding of Navy Reserve Force composition, administration and capability. Specifically, the candidate must possess a detailed understanding of the strategic direction of the Navy Reserve Force, and the Navy Reserve Force's contribution to the National Defense Strategy.

7. **SHCE Considerations.** Navy Medicine needs leaders with knowledge and significant recent experience in a variety of settings including operational medicine, joint medical operations and current military and civilian peacetime health care delivery initiatives. The Navy requires officers who have the energy to create and communicate the organization's vision, as well as building and motivating teams to accomplish that vision. They must understand and use best business tools and clinical practices in managing our military population's health. They must possess broad knowledge in the support of the operating forces as well as acknowledged leadership within their specialty especially during this period of unprecedented change that is occurring in military healthcare. The flag officer selected must have demonstrated exceptional executive skills, proven medical leadership and professional achievement in executive and staff roles both in support of the fleet and within the Naval shore establishment. Although there is no set career path for upward mobility, the flag officer you select will be placed in positions that require broad military and medical perspectives beyond the Department of the Navy.

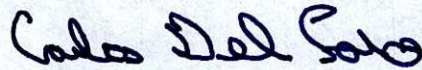
8. **Supply Corps Considerations.**

a. Future leaders of the Supply Corps should possess broad experience in the Navy and Joint operational forces, and the Global Logistics Networks (i.e., Naval Supply Systems Command, Defense Logistics Agency, U.S. Transportation Command, etc.) which support them. The flag officer selected should have demonstrated leadership within one primary line of operation (i.e., supply chain management, acquisition, or operational logistics), and experience in one or more other primary and secondary lines of operation (i.e., business management, operations analysis, or comptrollership/financial management).

b. The flag officer selected should possess exceptional community leadership skills with demonstrated integrity and

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success in command positions. The Navy and Supply Corps both require that flag officers serve in a broad spectrum of assignments, requiring expertise in diverse functional areas. Contracting, supply chain management, and operational logistics experience in direct support of deployed or fleet forces are particularly desirable. Additionally, joint experience should be valued highly.



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