



THE SECRETARY OF THE NAVY  
WASHINGTON DC 20350-1000

SEP 10 2021

From: Secretary of the Navy  
To: President, FY-23 Active-Duty Rear Admiral (lower half)  
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  
ACTIVE-DUTY LIST OF THE NAVY FOR PERMANENT PROMOTION TO  
THE GRADE OF REAR ADMIRAL (LOWER HALF)  
Ref: (a) FY-23 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, Tuesday, September 21, 2021, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-23 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-23 Active-Duty Flag Officer Promotion Plan, as modified by this convening order. 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>      | 19                      |
| <b>Restricted Line</b>        |                         |
| Acquisition Line Community    | 4                       |
| Public Affairs                | 1                       |
| Information Warfare Community | 2                       |
| Foreign Expertise             | 1                       |
| <b>Staff Corps</b>            |                         |
| Senior Health Care Executive  | 2                       |
| Supply Corps                  | 1                       |
| Chaplain Corps                | 1                       |

Subj: ORDER CONVENING THE FY-23 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)

Civil Engineer Corps

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.

(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) 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 Joint Professional Military Education (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 board.

Subj: ORDER CONVENING THE FY-23 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)

2. In accordance with DoD Instruction 1300.19, officers with particular scientific and technical skills, and officers with certain professional specialties, are eligible for a waiver from the JQO designation requirement. Scientific or technical waivers may be granted for officers in the following categories: Oceanography, Civil Engineer Corps, Engineering, Aeronautical Engineering, Acquisition, 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 (OSD), 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-23 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-23 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), 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 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, and
2. acquisition workforce

(b) Success in these assignments should be given special consideration. The statutory joint duty and acquisition workforce objectives, which are delineated in enclosure (3), represent critical requirements, which warrant particular

Subj: ORDER CONVENING THE FY-23 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)

consideration when determining which officers are best qualified for promotion. Members must note, however, that these promotion objectives do not alter the best and fully qualified selection standard. Members are not to meet these promotion objectives if meeting the objectives requires selection of officers who are not the 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. 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.

Subj: ORDER CONVENING THE FY-23 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)

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 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



Subj: ORDER CONVENING THE FY-23 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)

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.

5. Competency and Skill Guidelines (Unrestricted Line (URL)/Restricted Line (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 competencies and skill areas listed in order of significance below. Give due consideration to demonstrated performance and expertise in these areas:

(1) Experience in warfare areas of undersea warfare, air and missile defense, and cyber.

(2) Financial Management. Navy leadership must be able to develop and use the tools of sound financial management during decision-making processes. Those selected as flag officers will likely make decisions involving substantial resources. Multiple one, two, and three-star flag billets specifically require strong financial management experience as a prerequisite, and professional diversity in these senior flag financial management billets is key to long-term optimal resource allocation. It is critical that you carefully consider an officer's knowledge, skills, and



Subj: ORDER CONVENING THE FY-23 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)

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.

(5) Indo-Pacific Area Expertise Considerations

(a) As indicated in the National Defense Strategy, China is leveraging military modernization and predatory economics to coerce neighboring countries to reorder the Indo-Pacific region to their advantage. As China continues to seek economic and military ascendance, it will continue to pursue a military modernization program that tries to displace the United States to achieve global preeminence in the future.

(b) Recognizing this challenge to U.S. national security interests, special consideration shall be given to officers who have excelled in their knowledge of the political-military affairs and U.S. strategic interests in the Indo-Pacific region.

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

Subj: ORDER CONVENING THE FY-23 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)

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.

6. 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-23 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-23 critical vacancies, as outlined below.

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

| FY-23 CRITICAL VACANCY | NUMBER OF OFFICER(S) NEEDED | COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY  |
|------------------------|-----------------------------|--|
| Surface Warfare (111X) | 4                           | 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 employ joint and/or naval task forces in military operations worldwide or to employ new afloat platforms (LCS, DDG 1000, or unmanned). Demonstrated experience in surface warfare tactics and procedures required. |
| Surface Warfare (111X) | 1                           | Vacancy in 1110 O-7 billet requires proven performance in major command. Must have commanding knowledge of naval and other service doctrine with the ability to  |



Subj: ORDER CONVENING THE FY-23 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-23 CRITICAL VACANCY    | NUMBER OF OFFICER(S) NEEDED | COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY  |
|---------------------------|-----------------------------|--|
|                           |                             | employ joint and/or naval task forces in military operations worldwide. Demonstrated experience in surface warfare tactics and procedures and nuclear propulsion required.   |
| Submarine Warfare (112X)  | 2                           | Vacancies in 1120 O-7 billets require proven performance in major command. Exceptional knowledge in submarine warfare tactics and significant experience mentoring submarine commanding officers, or training submarine crews as a major commander afloat is required. Demonstrated performance overseeing submarine force generation, employment, and operations at the post-command level, the ability to employ joint and/or naval task forces in military operations worldwide, or experience as a senior executive assistant/chief of staff/military assistant on the Joint Staff, OSD, OPNAV or Fleet/Type Commander staffs is required. |
| Special Warfare (113X)    | 1                           | Vacancy in 1130 O-7 joint billet requires proven performance in major command and joint assignment. Commanding knowledge of special warfare missions, tactics, and operational capabilities with the ability to employ joint and/or naval task forces in military operations worldwide is required.  |
| Special Operations (114X) | 1                           | Vacancy in 1140 O-7 joint billet requires proven performance in major command and joint assignment. Commanding knowledge of Navy Expeditionary Combat Force tactics, missions, capabilities and employment with the ability to employ joint and/or naval task forces in military operations worldwide is required.   |
| Installation Manager      | 1                           | Vacancy in O-7 billet requires proven performance in command of a major shore installation as a 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).  |



Subj: ORDER CONVENING THE FY-23 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-23 CRITICAL VACANCY                      | NUMBER OF OFFICER(S) NEEDED | COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY  |
|---|-----------------------------|--|
| Naval Aviator / Naval Flight Officer (13XX) | 6                           | Vacancies in 1310/1320 O-7 billets require proven performance in major command to include nuclear carrier (CVN CO), carrier air wing (CAG), type aircraft commander (Commodore), task force or ship deep draft command (conventional CO). Must have commanding knowledge of naval and other service doctrine with the ability to employ joint and/or naval task forces in military operations worldwide and strong experience in strategic command and control, tactical aviation, and operational readiness.    |
| 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 joint and/or naval task forces in military operations worldwide. Extensive experience and a broad background in naval warfare desired, giving favorable consideration for effectual performance in personnel management, budgeting, requirements generation, cyberspace, space, information warfare, unmanned, and/or strategic mission. |

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 ACQ OFFICERS**  
**WITH PARTICULAR COMPETENCIES AND SKILLS**

| FY-23 CRITICAL VACANCY               | NUMBER OF OFFICER(S) NEEDED | COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY  |
|--------------------------------------|-----------------------------|--|
| Acquisition Workforce (11X0 or 1440) | 1                           | Vacancy in O-7 billet requires specific experience in the design, development, acquisition and sustainment of Nuclear Strategic Weapons Systems. |

Subj: ORDER CONVENING THE FY-23 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-23 CRITICAL VACANCY               | NUMBER OF OFFICER(S) NEEDED | COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY   |
|--------------------------------------|-----------------------------|---|
| Acquisition Workforce (11X0 or 1440) | 1                           | Vacancy in O-7 billet requires experience in submarine and subsurface systems sustainment program management. Experience in development, acquisition and sustainment of submarines, undersea weapons and submarine warfare systems is especially desired. |
| Acquisition Workforce (13X0 or 1500) | 2                           | Vacancies in O-7 billets require broad-based technical, acquisition, and/or maintenance experience. Experience as a Major Program Manager of an ACAT I/II aviation acquisition program is required.   |

c. **Public Affairs Officer (PAO).** 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; workforce communication; and public affairs aspects of operations, Navy activities, and public events or incidents. As such, the officer you select must be able to provide expert, high-level, and unvarnished counsel to senior Navy leaders. Experience in challenging billets providing direct support to Department of the Navy (DON) senior



Subj: ORDER CONVENING THE FY-23 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)

leadership, the Office of the Secretary of Defense, the Joint Staff, or a Combatant Commander is desired. Additionally, civilian accreditation in public relations + military or certification as a strategic communication management professional is highly 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). The Navy needs two Information Warfare (IW) officers who are agile, flexible, and capable of leading across the broadest range of IW disciplines in support of employing joint and/or naval task forces in



Subj: ORDER CONVENING THE FY-23 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)

military operations worldwide. 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 IW flag officer. In making your determination give strong consideration to those officers who have demonstrated success in O-6 command, leadership in operationally challenging environments, and in post major command critical assignments. Specific requirements:

(1) The Navy needs one officer who is capable of leading cyberspace operations. This flag officer is required to fill Navy and joint positions that require experience in cryptologic/signals intelligence, information operations, cyber, and electronic warfare.

(2) The Navy needs one officer who is capable of filling Enterprise Networks & Cybersecurity Division in OPNAV N2N6D. This flag officer requires experience in information-intensive specialties across IW disciplines to include demonstrated operational background in cyber security and knowledge of DoD governance for IT/CYBER compliance.

e. **Foreign Expertise.** The vacancy in an O-7 joint billet requires an officer with a thorough operational background, knowledge of joint matters, experience in strategy development/policy formation, and familiarity with national strategy implementation, including the inter-agency process of national security decision-making. Previous joint assignment, international experience and security cooperation/building partner capacity experience are required. The officer selected must be capable of excelling throughout the full spectrum of Senior Defense Official/Defense Attaché (SDO/DATT) responsibilities to include: effectively advising senior Department of Defense leadership; offering substantive counsel to the assigned United States Ambassador and Country Team; guiding policy makers and related discussions involving high-level policy/strategy development; managing multi-unit personnel, administrative, fiscal, logistical, and reporting demands. Other highly desirable attributes: knowledge of Indian culture and language; broad exposure to the Asia-Pacific region; security assistance experience; previous Combatant Command and/or Washington assignments; strong exposure to the development of strategic objectives (especially relating to Great Power Competition); an advanced academic degree rooted in international security; attendance at Senior Service College, and some practical or academic experience in Asia-Pacific topics.

Subj: ORDER CONVENING THE FY-23 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)

f. Senior Health Care Executive. 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. 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 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. Specific requirements:

(a) The Navy needs one officer to serve as the Chief of the Medical Corps. This flag officer is the advocate for all members of the Medical Corps; provides Chief, Bureau of Medicine

Subj: ORDER CONVENING THE FY-23 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)

and Surgery (BUMED) with centralized, coordinated advice on policy development to efficiently manage the Medical Corps; provides a corporate forum for addressing issues of concern to the Navy's physician constituency; and ensures all statutory and regulatory physician community management responsibilities are met.

(b) The Navy needs one officer to serve as the Director, Medical Service Corps. This flag officer is: the advocate for members of the Medical Service Corps; provides centralized, coordinated policy development and guidance for the Medical Service Corps managing 31 diverse clinical, research, and administrative subspecialties; ensures all statutory and regulatory community management responsibilities are met for clinical and research communities; is responsible for the recruitment, retention, personnel policy, military requirements, career development and professional qualifications of Medical Service Corps officers, and ; manages programs which support overall mission objectives and policies established by CNO and Chief, BUMED.

(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, title 10, U.S. Code, 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. Generally, officers who voluntarily retire must serve three years in the grade of O-7 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.

g. Supply Corps. The Navy has Supply Corps flag officers serving in a broad spectrum of Navy and joint assignments requiring expertise in diverse functional areas. When selecting



Subj: ORDER CONVENING THE FY-23 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)

future Supply Corps flag officers, the most fully qualified officers under consideration will be both JQO and acquisition workforce. In accordance with section 619a of title 10, U.S. Code and DoDI 1300.19, Supply Corps officers designated acquisition workforce may receive a technical waiver of the JQO requirement. Supply Corps officers not designated acquisition workforce are statutorily required to be JQO in order to be appointed to the grade of O-7. Future leaders of the Supply Corps should possess:

(1) Exceptional leadership skills with demonstrated integrity and success in O-6 command assignments.

(2) Acknowledged leadership within one principal Supply Corps competency (supply chain management, life-cycle-logistics, acquisition, contracting, financial, or fleet logistics at the operational level of war), and experience in another.

(3) Broad experience in the Navy's operational forces and the global logistics support network that supports them.

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

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

(2) You must consider that CHC officers serve in diverse assignments across the Navy, Marine Corps, Coast Guard, and Merchant Marines. There are no expectations that CHC flag officers must only be selected from a particular assignment.

(3) However, sustained superior performance in a senior leadership position(s) (e.g., command, Fleet/Claimant Chaplain, on senior-flag officer/general officer staff, CHC Division Director, etc.) is a significant test for all top CHC officers.

(4) The officer you select should have experience in, and practical knowledge of, procedures and practices at the headquarters level of the Department of the Navy; and be

Subj: ORDER CONVENING THE FY-23 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)

familiar with the inner workings of the Chief of Chaplains' headquarters. Accordingly, they must be able to work effectively with senior military or civilian leadership in the Department of the Navy, the Office of the Secretary of Defense, Service Chiefs, civilian leadership, and the Armed Forces Chaplains Board.

(5) The officer you select must demonstrate a mastery of leadership in a complex organization and in support of three sea services, understand and balance competing equities to enhance the CHC's reputation to organizational leaders, effectively advise senior executives and commanders in support of mission priorities, and indicate an ability to build teams, to cooperate across lines, and to sustain healthy relationships.

i. Civil Engineer Corps. As the Navy's and Marine Corps' Civil Engineers, the CEC manages and directs the Navy's expeditionary engineering and SYSCOM infrastructure life-cycle efforts for the shore across the globe through all phases of military operations.

(1) Civil Engineer Corps billets develop four broad skill sets:

(a) Naval Construction Force and Expeditionary Leadership/Contingency-Theater Engineering;

(b) SYSCOM Technical Authorities for construction, facilities, real estate, and equipment acquisitions;

(c) Public Works Management; and

(d) Navy or Joint Staff.

(2) Service in Operational/Expeditionary units (Seabees, special warfare, U.S. Marine Corps, or other Navy Expeditionary Combat Command commands) develops contingency/expeditionary engineering expertise and tactical proficiencies, and service in Facilities Engineering Commands develops the SYSCOM Technical Acquisition Authorities and Public Works Management competencies. Staff assignments typically draw upon all four skill sets.

(3) Civil Engineer Corps officers are expected to develop competence in all four skill sets through ever-

Subj: ORDER CONVENING THE FY-23 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)

increasing job responsibility, attainment of professional  
qualifications, and command.

(4) Civil Engineer Corps officers are expected to  
earn a warfare qualification, be designated as a member of  
the acquisition workforce, and earn licensure as a  
Professional Engineer or Registered Architect.

(5) Civil Engineer Corps officers are expected to  
attain a Masters-level degree in engineering or architecture,  
construction management, or business management.

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

(7) Excellence in command of a Facilities Engineering  
Command, Seabee/Expeditionary Command, or other shore command  
at both the O-5 and O-6 level, O-6 theater tours, flag staff  
assignments to include experience in Planning Programming,  
Budgeting, and Execution System process, and proficiency in  
community matters are strong indicators of an officer's  
ability to meet the increased demands of community flag  
leadership positions.



Carlos Del Toro



**BOARD MEMBERSHIP  
FY-23 ACTIVE-DUTY NAVY  
REAR ADMIRAL (LOWER HALF) LINE AND STAFF  
PROMOTION SELECTION BOARDS**

1. Unrestricted Line

ADM William K. Lescher, USN (AV) - President  
\*\*VADM Lisa M. Franchetti, USN (SW)  
VADM James W. Kilby, USN (SW)  
VADM Jeffrey E. Trussler, USN (SS)  
VADM Kenneth R. Whitesell, USN (AV/NFO)  
RADM Collin P. Green, USN (NSW)  
RADM James E. Pitts, USN (SS)  
RADM Alvin Holsey, USN (AV)  
\*\*RADM Yvette M. Davids, USN (SW)  
RADM William J. Houston, USN (SS)  
RDML Joseph A. Diguardo, Jr., USN (EOD)  
RDML Philip W. Yu, USN (FE)  
RDML Stephen D. Barnett, USN (AV/NFO)  
RDML Carlos A. Sardiello, USN (AV/NFO)  
RDML Dennis Velez, USN (SW)

2. Acquisition Line Community

ADM William K. Lescher, USN (AV) - President  
\*\*VADM Lisa M. Franchetti, USN (SW)  
\*VADM Johnny R. Wolfe, Jr., USN (ED/AP)  
VADM Kenneth R. Whitesell, USN (AV/NFO)  
VADM Kelly A. Aeschbach, USN (IWC)  
\*RADM Shane G. Gahagan, USN (AED/AP)  
RADM Alvin Holsey, USN (AV)  
\*\*RADM Yvette M. Davids, USN (SW)  
\*RADM Carl P. Chebi, USN (AV/AP)  
RADM William J. Houston, USN (SS)  
\*RADM Scott W. Pappano, USN (SS/AP)  
RDML Stephen D. Barnett, USN (AV/NFO)  
RDML Carlos A. Sardiello, USN (AV/NFO)  
RDML Dennis Velez, USN (SW)  
\*RDML Kevin P. Byrne, USN (SW/AP)

3. Information Warfare Community

ADM William K. Lescher, USN (AV) - President  
VADM Jeffrey E. Trussler, USN (SS)  
VADM Kelly A. Aeschbach, USN (IWC)  
RADM Alvin Holsey, USN (AV)  
\*\*RADM Yvette M. Davids, USN (SW)  
RADM William E. Chase III, USN (IWC)  
RDML Heidi K. Berg, USN (IWC)  
\*RDML Kenneth W. Epps, SC, USN  
RDML Dennis Velez, USN (SW)

4. Public Affairs

ADM William K. Lescher, USN (AV) - President  
\*\*VADM Lisa M. Franchetti, USN (SW)

RADM Alvin Holsey, USN (AV)  
\*\*RADM Yvette M. Davids, USN (SW)  
RDML Charles W. Brown, USN (PAO)  
RDML Stephen D. Barnett, USN (AV/NFO)  
RDML Dennis Velez, USN (SW)

5. Foreign Expertise

ADM William K. Lescher, USN (AV) - President  
\*\*VADM Lisa M. Franchetti, USN (SW)  
VADM Jeffrey E. Trussler, USN (SS)  
RADM Alvin Holsey, USN (AV)  
RDML Heidi K. Berg, USN (IWC)  
RDML Philip W. Yu, USN (FE)  
RDML Carlos A. Sardiello, USN (AV/NFO)

6. Senior Health Care Executive

ADM William K. Lescher, USN (AV) - President  
RADM Alvin Holsey, USN (AV)  
\*\*RADM Yvette M. Davids, USN (SW)  
RADM Anne M. Swap, USN (SHCE)  
RDML Timothy H. Weber, USN (SHCE)  
\*RDML Kenneth W. Epps, SC, USN  
RDML Dennis Velez, USN (SW)

7. Staff Corps (Supply Corps)

ADM William K. Lescher, USN (AV) - President  
\*RADM Peter G. Stamatopoulos, SC, USN  
RADM Alvin Holsey, USN (AV)  
\*\*RADM Yvette M. Davids, USN (SW)  
\*RDML Kenneth W. Epps, SC, USN

8. Staff Corps (Chaplain Corps)

ADM William K. Lescher, USN (AV) - President  
RADM Alvin Holsey, USN (AV)  
\*\*RADM Yvette M. Davids, USN (SW)  
RADM Anne M. Swap, USN (SHCE)  
RDML Gregory N. Todd, CHC, USN  
RDML Joseph A. Diguardo, Jr., USN (EOD)  
RDML Philip W. Yu, USN (FE)  
RDML Stephen D. Barnett, USN (AV/NFO)  
RDML Dennis Velez, USN (SW)

9. Staff Corps (Civil Engineer Corps)

ADM William K. Lescher, USN (AV) - President  
\*\*VADM Lisa M. Franchetti, USN (SW)  
RADM Alvin Holsey, USN (AV)  
\*\*RADM Yvette M. Davids, USN (SW)  
\*RDML Dean A. VanderLey, CEC, USN  
RDML Stephen D. Barnett, USN (AV/NFO)  
RDML Dennis Velez, USN (SW)

Enclosure (1)

- \* 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 Workforce Objective.** In accordance with 10 U.S.C. 1731, Acquisition (ACQ) Workforce officers are expected, as a group, to be promoted at a rate not less than the rate for all line officers, both in the zone (IZ) and below the zone (BZ), in the same grade.

**ACQ Workforce Rate  $\geq$  All Line Officers Selection Rate (IZ & BZ)**

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.

Enclosure (3)