



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

SEP 19 2016

From: Secretary of the Navy
To: President, FY-18 Active-Duty Rear Admiral Line and Staff
Corps Promotion Selection Boards

Subj: ORDER CONVENING THE FY-18 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-18 Active-Duty and Reserve Navy Flag Officer
Promotion Selection Board Precept

Encl: (1) Board Membership
(2) Statutory and Regulatory Promotion Objectives

1. Date and Location

a. The promotion selection boards, consisting of you as president and the officers listed in enclosure (1), are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, Wednesday, September 21, 2016, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-18 Active-Duty and Reserve Navy Flag Officer Promotion Selection Board Precept, reference (a), and Statutory and Regulatory Promotion Objectives, enclosure (2).

2. Promotion Board Authorized Selections. The zones for selection to flag have been set forth in the FY-18 Active-Duty Flag Officer Promotion Plan. The boards may recommend up to the number I have provided below.

<u>COMPETITIVE CATEGORY</u>	<u>NUMBER TO SELECT</u>
Unrestricted Line	17
Restricted Line	
Acquisition Line Community	2
Information Warfare Community	1
Staff Corps	
Supply 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 (2), 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

(a) 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) Operational Analysis;

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(3) 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-18 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 consideration to those officers who possess the competencies and skills necessary to fill the FY-18 critical vacancies, as outlined below.

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

FY-18 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Unrestricted Line		
Surface Warfare (111X)	4	(4) Vacancies in O8 1110 billets require proven performance as a Strike Group Commander (either operational or training strike group), experience in material and operational readiness, and knowledge of the budgeting and programming process. Successful tour on a major Navy staff or Joint command is desired.
Submarine Warfare (112X)	2	(2) Vacancies in O8 1120 billets require proven 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.

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Special Warfare (113X)	1	(1) Vacancy in 1130 08 billet requires proven 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)	5	(4) Vacancies in 1310/1320 08 billets require proven performance as a Strike Group Commander (either operational or training strike group), strong tactical aviation experience, operational readiness and working knowledge of the budgeting and programming process. Successful tour on a major Navy staff or Joint command is desired.
111X/112X/13XX	4	(4) Vacancies in 1110/1120/1310/1320 08 billets require proven performance in command and/or successful tour on a major Navy staff or Joint command. 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	Proven performance in command of a Navy region.

b. Acquisition Line Community

(1) The Navy has a requirement for a senior Acquisition Officer with significant experience successfully leading large aviation acquisition and engineering organizations/commands. Specific experience as an aviation Warfare Center Commander and Program Executive Officer for aviation programs is required.

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(2) The Navy has a requirement for an Acquisition Line Community officer with broad based experience in fleet support and systems acquisition. In particular, the community needs an officer with a record of producing positive change benefiting the Navy as a result of in-depth experience in program management, systems engineering, design and acquisition of combat systems and ballistic missile defense.

c. Information Warfare Community. Select from the Information Warfare Community the best and fully qualified Flag Officer. The Navy needs an officer who is agile, flexible and capable of leading across the fullest range of Information Warfare disciplines. This officer needs to be competitive for O8 positions in both the Navy and the Joint community with the potential to compete for future O9 positions.

d. 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. 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.



Janine A. Davidson
Acting

**BOARD MEMBERSHIP
FY-18 ACTIVE-DUTY NAVY
REAR ADMIRAL LINE AND STAFF
PROMOTION SELECTION BOARDS**

1. Unrestricted Line

ADM James F. Caldwell, Jr., USN (SS) - President
**VADM Nora W. Tyson, USN (AV/NFO)
VADM Thomas S. Rowden, USN (SW)
VADM Richard P. Breckenridge, USN (SS)
RADM Peter J. Fanta, USN (SW)
RADM Kevin J. Kovacich, USN (AV/NFO)
RADM John C. Scorby, Jr., USN (AV/NFO)
RADM Richard P. Snyder, USN (AV/NFO)
RADM Ronald A. Boxall, USN (SW)
**RADM Andrew L. Lewis, USN (AV)
RADM Patrick A. Piercey, USN (SW)
RADM Nancy A. Norton, USN (IWC)
RADM Stuart B. Munsch, USN (SS)

2. Acquisition Line Community

ADM James F. Caldwell, USN (SS) - President
**VADM Nora W. Tyson, USN (AV/NFO)
*VADM Paul A. Grosklags, USN (AV/NFO/AP)
*VADM David C. Johnson, USN (ED/AP)
*RADM John P. Neagley, USN (SW/AP)
**RADM Andrew L. Lewis, USN (AV)
RADM Patrick A. Piercey, USN (SW)
*RADM Paul A. Sohl, USN (AED/AP)
RADM Stuart B. Munsch, USN (SS)

3. Information Warfare Community

ADM James F. Caldwell, USN (SS) - President
**VADM Nora W. Tyson, USN (AV/NFO)
**RADM Andrew L. Lewis, USN (AV)
RADM Patrick A. Piercey, USN (SW)
RADM Nancy A. Norton, USN (IWC)

4. Supply Corps

ADM James F. Caldwell, USN (SS) - President
**VADM Nora W. Tyson, USN (AV/NFO)
*VADM William A. Brown, USN (SC/AP)
**RADM Andrew L. Lewis, USN (AV)
RADM Patrick A. Piercey, USN (SW)

* Acquisition Corps Representative
** Joint Representative

5. CAPT Paul J. Schlise, USN, will act as recorder with the following personnel acting as assistant recorders:

CAPT Leonard C. Dollaga, USN (SS)
CAPT Ryan P. Croley, USN (NSW)
CDR Benjamin J. Martin, USN (AV)
CDR Scott A. Roscoe, USN (SC)

The recorder or an assistant recorder will be present during all deliberations.

6. The following personnel are designated to serve as administrative support personnel to the boards:

CAPT Bradley J. Cordts
CAPT Paul L. Dinius
CAPT Mark C. Holley
CAPT Douglas P. Howell
CAPT Jeri L. O'Neill
CAPT Martin L. Pompeo
CAPT Henry P. Roux, Jr.
CDR Howard M. Bryant
CDR Paul J. Dee
CDR John W. Popham
CDR Steven J. Skretkowicz
CDR Melissa A. Barnett
LCDR Price W. Balderson
LCDR Shelley E. Branch
LCDR Christopher C. Muller
LCDR David R. Flowers
LCDR Michael S. Hill
LCDR Johnny W. Kelley
LCDR Ann M. MacDonald
LCDR Stephen P. Milloway
LCDR Michael S. Newman
LCDR Timothy D. O'Brien
LCDR Eric A. Polonsky
LCDR Jeremy S. Yarbrough
LT Robert R. Allen
LT Beau J. Blanchard
LT Simon S. Davies
LT Felipe P. Finley
LT Claire Geilfuss
LT Erin T. Janofski
LT Tramayne L. Jenkins
LT Christopher R. McHenry
LT Vincent N. Perry
LT Edward R. Polk
LT Van E. Stewart
LT Donald J. Todorowski
CWO3 Dawn R. Slayton

Enclosure (1)

PSCM(SW/AW) C. E. Christiansen
YNCM(SW/AW/EXW) Leo S. Godet
CMDCS(FMF/CSC) Melissa D. Ochoa
HMCS(SW/AW) Marquita Y. Handley
BMC(EXW) Dana A. Brown
PSC(SW/AW) Patrick R. Harris
YNC(EXW/IDW/SCW) Byron J. Capps
YNC(SW/AW) Kari A. Betancourt
YNC(AW) Raymond E. Boyd
YNC(SW) Lazandra P. Wolf
YN1(SW) Joseph F. Scarlata
PS1(AW) Alexandria C. Atchinson
YN1(AW) Britney B. Hassan
LN2(EXW) Courtney E. Countiss
LN2 Lauren M. Hauck
PS2 Latoya A. Roberts
YN2 Frank L. Holland
YN2(SW/AW) Aliscia L. Law
YN2(SW/AW) Alexis P. Williams
Mr. Rodger Abernathy
Ms. Jacqueline S. Anderson
Ms. Tracey Armstrong
Mr. Daryl L. Ballard
Ms. Alison Barnes
Mr. Julion A. Bend
Ms. Wendy Beyer
Mr. Robert C. Black
Ms. Patricia O. Boothe
Mr. Brian D. Bourne
Mr. James W. Bowman
Mr. Doug Burgess
Ms. B. J. Callis
Mr. Clarence Carver
Ms. Pam Carter
Ms. Janice Chambers
Mr. James C. Clemmons
Ms. Linda M. Coffield
Mr. Joel Cook
Ms. Sonya Y. Cox
Mr. John R. Crotts
Mr. James Cutter
Ms. Karen Dapsis
Mr. Bennie Davis
Mr. Jay C. Delfoe
Mr. Richard T. DeRousse
Mr. David L. Dillensnyder
Mr. Charles D. Eaton
Mr. William C. Eastman

Enclosure (1)

Mr. Jeremy L. Fisher
Mr. John Fleenor
Mr. Mike Foldes
Mr. John Frantz
Mr. Christopher Garner
Mr. Dennis Garza
Mr. Cornell D. Gaulmon
Mr. Bryan Gillentine
Mr. Brett J. Genoble
Mr. William H. Green
Mr. Keith Grover
Mr. Richard M. Hammer
Mr. Jim Hammerich
Mr. Dave Hard
Ms. Dorothy C. Harris
Mr. Max H. Hodge
Mr. David L. Howard
Ms. Rosalind Hudson-Phillips
Mr. Michael Jennings
Mr. Juan J. Jimenez
Mr. Douglas E. Johnson
Mr. John Johnson
Ms. Lorraine A. Johnson
Ms. Patricia A. Johnson
Ms. Crystal Jones
Ms. Melissa D. Jones
Mr. Steven P. Jones
Ms. Shu J. King
Mr. Alex Kraus
Ms. Karen M. Kumnick
Mr. Randy L. Kurschner
Mr. David B. Lanham
Ms. Sonia Lewis
Mr. Thomas R. Lewis
Ms. Diane L. H. Lofink
Mr. Victor A. Loy
Ms. Nancy P. Lubiani
Mr. Donald P. Marshall
Mr. Paul D. Martin
Mr. Paul L. Martin
Mr. Richard P. Mason
Mr. Anthony L. Matthews
Ms. Karon D. Matthews
Ms. Lynda C. McKinney
Mr. Jerrico S. Melton
Mr. Christopher J. Meunier
Mr. Pratap Muratee
Mr. Corey A. Nichols

Enclosure (1)

Mr. Tommy D. Owens
Ms. Keisha R. Parker
Mr. Drew R. Parmley
Ms. Doris A. Pembroke
Mr. Chuck Pennington
Mr. Richard S. Perry
Mr. James A. Price
Mr. Stephen R. Ranne
Ms. Amy C. Ray
Mr. Dondi Reed
Mr. Stanley Robinson
Mr. Jay A. Rublaitus
Mr. Tony V. Sanders
Ms. Cheryl L. Scott
Ms. Edna M. Shannon
Mr. Antoine Sharp
Mr. Michael P. Simrell
Ms. Angie L. Smith
Mr. Thor Smith
Ms. Ruby D. Snowden
Mr. Lee K. Staley
Mr. William A. Stephens
Ms. Lynnette Stinnett
Mr. Tim Suich
Ms. Jennifer M. Summers
Mr. Jim C. Tanner
Mr. Horace Taylor
Mr. Robert J. Thompson
Mr. David C. Tidwell
Ms. Martha Uselton
Mr. Carl R. Waelde
Mr. Shawn Walther
Mr. Brian L. Wenger
Mr. Timmy W. West
Ms. Jessica Whitfield
Mr. Christopher A. Wiley
Mr. Bob T. Wilkinson
Mr. Ed Willard
Ms. Sharlene Williams
Mr. Charles E. Wilson
Ms. Deborah A. Wilson
Mr. Jason T. Winfield
Mr. Wiley P. Winter
Mr. Darrence A. Wolfe
Ms. Mindee M. Wolven
Ms. Rebecca Yong
Mr. Alan D. Young
Mr. Christopher J. Zaller

Enclosure (1)

STATUTORY AND REGULATORY PROMOTION OBJECTIVES

(These objectives DO NOT alter the best and fully qualified selection standard discussed in the convening order)

1. **Statutory Joint Objectives**. For officers assigned to joint duty, within the best and fully qualified standard, the board shall strive to ensure that the following statutory promotion objectives are achieved:

a. Officers who are serving, or have served, on the Joint Staff (JS) are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for officers in the same grade and competitive category who are serving, or have served, at Navy Headquarters; and,

JS Rate \geq HQ Rate of Selection

b. Officers in the grades of lieutenant commander and above, who have been designated as a joint qualified officer (JQO), are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for all officers in the same grade and competitive category.

JQO Rate \geq Overall Selection Rate for Category

2. **Statutory Acquisition Corps Objective**. In accordance with 10 U.S.C. 1731, 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.