



THE SECRETARY OF THE NAVY

WASHINGTON DC 20350-1000

OCT 11 2016

From: Secretary of the Navy
To: Presidents, FY-18 Active-Duty Rear Admiral (lower half)
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 (LOWER HALF)

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 presidents and the officers listed in enclosure (1), are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, Monday, October 17, 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.

COMPETITIVE CATEGORY

NUMBER TO SELECT

Unrestricted Line	21
Restricted Line	
Engineering Duty	1
Aerospace Engineering Duty	1
Information Warfare Community	3
Staff Corps	
Supply Corps	2

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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) 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 detailability. An officer, once selected, must be capable of being assigned to a flag officer billet immediately upon confirmation by the U.S. Senate.

(b) There should be no restrictions on an officer's ability to assume any job on the Joint Duty Assignment List (JDAL). Unless eligible for a waiver under DoD Instruction 1300.19, a fully qualified officer must be designated as a Joint Qualified Officer (JQO) prior to promotion to flag rank.

1. In order to ensure that selectees will be designated as JQO prior to their promotion date, all selectees must have documented in their official record that they completed JPME I and II and must have been awarded full joint tour credit for serving in a JDAL billet, or be currently serving in a JDAL billet and have completed a minimum of 34 full months (day-for-day), or have accrued a combination of approved experience points and months served in JDAL tours (cumulative credit and/or currently serving) that equals 36 or more points, as of the convening date of the selection board.

2. In accordance with DoD Instruction 1300.19, officers with particular scientific and technical skills, and officers with certain professional specialties, are eligible for a waiver from the JQO designation requirement. Scientific or

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technical waivers may be granted for officers in the following categories: Oceanography, Civil Engineer Corps, Engineering Duty Officer, Aeronautical Engineering Duty Officer, Acquisition Professionals, Aviation Maintenance, and Public Affairs. Professional waivers may be granted for officers within the following categories: Medical Corps, Dental Corps, Medical Service Corps, Nurse Corps, Chaplain Corps, and Judge Advocate General's Corps.

3. You should be aware that officers who have not been designated as a JQO, or who have not served at least 34 months in a joint duty assignment and completed full JPME, or who do not qualify for a scientific, technical, or professional waiver, will require a Good of the Service waiver to permit their promotion to flag rank and must serve their initial flag officer assignments in joint positions. Under policy established by the Office of the Secretary of Defense, the Secretary of Defense personally reviews all Good of the Service waiver requests under a strict standard, and such waivers typically are only approved under extreme circumstances and must be fully justified. The Navy needs flag officers with joint experience skills who are immediately eligible for appointment and able to serve in assignments other than joint duty assignments in their first flag tour. This is a factor for you to consider in determining which officers are fully qualified for promotion.

(3) The Navy is composed of men and women representing dozens of different ethnic groups and hundreds of cultural heritages. Fully qualified officers must have shown the ability to successfully lead and mentor a diverse workforce, while executing the Navy's strategic diversity initiatives and effectively retaining the right quality and quantity of performance-proven personnel.

b. **Best Qualified**. Among the fully qualified officers, you must recommend for promotion the best qualified officers within their respective competitive category. The following core considerations should guide your recommendations. Members assigned to brief individual records are expected to use these considerations to guide the review and structure of their briefs. Each board member is expected to apply this guidance when deliberating and voting. Considerations are:

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(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 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

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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 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. Best and fully qualified candidates seek opportunities to improve performance by increasing their knowledge throughout their careers. The PME Continuum integrates four components of education: Advanced Education, Navy-Specific Professional Military Education (NPME), Joint Professional Military Education (JPME), and Leadership Development.

(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:

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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 standard. Members are not to meet these promotion objectives if meeting the objectives requires selection of officers who are not best and fully qualified.

(4) **Demonstration of Core Attributes.** The challenges facing our Navy are growing in scope, scale, and pace. To meet these challenges, the Navy needs male and female leaders who have demonstrated estimable character and are prepared for decentralized operations. You should give careful consideration to officers who demonstrate the four core attributes that guide our decisions and actions: integrity, accountability, initiative, and toughness. Integrity may be demonstrated as an individual or as a team member, when an officer displays conduct that is upright and honorable, and who works to strengthen the resolve of their peers, superiors, and subordinates. Accountability may be demonstrated by achieving and maintaining high standards, honestly assessing progress, and adjusting as required. Officers demonstrate initiative by taking ownership, acting to the limit of their authorities, and looking at new ideas with an open mind. Toughness can mean marshalling all sources of strength and resilience, including rigorous training, encouraging the fighting spirit of our people, and providing steadfast support of our families. Officers who demonstrate these core attributes ensure the U.S. Navy remains the world's finest Navy and deserve your careful consideration when selecting officers who are best and fully qualified.

4. **Competency and Skill Guidelines (URL/RL/Staff Corps).** Per title 10, U.S. Code, section 615(b)(4), all promotion selection boards convened by this order to consider eligible officers in the URL, RL, and Staff Corps shall apply the following guidelines relating to Navy's need for rear admirals (lower half) (RDMLs) who possess the competencies and skills indicated.

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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;

(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, 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 RDMLs who possess the competencies and skills outlined in Table 1, and the Acquisition Professional (AP) competencies and skills outlined in paragraph 5b and Table 2. 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
Surface Warfare (111X)	5	Vacancies in 1110 O-7 billets require proven performance in Major Command. Must have commanding knowledge of Naval and other service doctrine with the ability to apply Expeditionary and Carrier Strike Group forces in military operations worldwide. Demonstrated experience in Surface Warfare tactics and procedures required.
Submarine Warfare (112X)	3	Vacancies in 1120 O-7 billets require proven performance in Major Command. Strong tactical submarine experience and the ability to mentor commanding officers and train submarine crews required.
Special Warfare (113X)	2	Vacancies in 1130 O-7 joint billets require proven performance in Major Command and Joint assignment. Commanding knowledge of special warfare missions, tactics, and operational capabilities is required.

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FY-18 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. Must have commanding knowledge of Naval and other service doctrine with the ability to apply Expeditionary and Carrier Strike Group forces in military operations worldwide. Strong experience in tactical aviation and operational readiness is required.
11XX/13XX	3	Vacancies in URL O-7 billets require proven performance in Major Command. Must have commanding knowledge of Naval and other service doctrine with the ability to apply Expeditionary, Carrier Strike Group or Submarine forces in military operations worldwide. Extensive experience and a broad background in all aspects of Naval Warfare are desired.
Installation Manager	1	Vacancy in O-7 billet requires proven performance in command of a major shore installation as a minimum. Additional post-major command experience in shore management is desired.

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b. **Unrestricted Line Acquisition Professionals (AP)**.

Acquisition Professional officers possess the requisite qualifications to manage the development, acquisition, and life cycle support of the Navy's current and future platforms and associated systems. Assignments given to these officers may have resulted in a career path different from officers who have served exclusively in their primary specialty. In making your determination of those officers who are best qualified for promotion, you must view the AP officers' assignments as having the same value as assignments within their primary warfare specialty. In view of the critical qualifications possessed by AP officers, and in accordance with Title 10, U.S.C. 1731, it is expected that these officers, as a group, will be promoted at a rate not less than the rate for all line officers in the same grade. In the context of best and fully qualified, the needs of the Navy require officers with proven capacity for leadership and the competencies and skills identified in Table 2.

TABLE 2
GUIDELINES RELATING TO NAVY'S NEED FOR URL AP OFFICERS
WITH PARTICULAR COMPETENCIES AND SKILLS

FY-18 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Acquisition Corps (11X0)	1	Vacancy in O-7 Ship or combat systems and C4I program management with significant fleet maintenance and/or fleet modernization experience is desired.

c. **Engineering Duty**. The Navy has a requirement for an Engineering Duty flag officer with broad based technical and acquisition business experience with a proven record of flexibility, innovation, and change leadership. Specific experience in Fleet Maintenance, Nuclear Industrial Operations and Direct Fleet Support is required.

d. **Aerospace Engineering Duty**. The Navy has a requirement for an Aerospace Engineering Duty Officer with broad based technical and acquisition experience as a Major Program Manager of an ACAT I/II aviation acquisition program.

e. **Information Warfare Community (IWC)**. The IWC promotion selection board shall apply the following guidelines relating to

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the Navy's need to fill FY-18 critical vacancies. 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.

(1) Vacancy in IWC O-7 billet requires proven performance in command and must have strong knowledge in the tactical application of meteorology and oceanography that affect Naval Operations. Extensive experience and educational background in the science coupled with operational tours are desired to command Naval Meteorology and Oceanography Command and simultaneously serve as Oceanographer of the Navy.

(2) Vacancy in IWC O-7 billet requires proven performance in command and extensive experience in information-intensive capabilities across all IW disciplines and all Warfare areas and domains. Must have in-depth knowledge of Naval and other service doctrine and operations with ability to develop and integrate operational Information Warfare effects at the tactical and operational levels, in order to command the Information Warfare Development Center.

(3) Vacancy in IWC O-7 billet requires proven performance in Command and demonstrated operational and technical background in Cybersecurity. Extensive experience in information-intensive specialties across IW disciplines in addition to knowledge of cyber defensive capabilities and DoD governance for IT/CYBER compliance are necessary to lead the OPNAV Navy Cyber Security Division.

f. Supply Corps. The Supply Corps and Navy require flag officers to serve in a broad spectrum of assignments requiring expertise in diverse functional areas. It is also important that joint experience be highly valued when selecting future Supply Corps flag officers. Under the current statute, the Supply Corps officers designated as acquisition professionals (AP) may receive a technical waiver of the requirement that officers must be designated JQO in order to be fully qualified for promotion to flag. Supply Corps Officers not designated as APs are statutorily required to be Joint Qualified Officers in order to be selected. Officers selected for flag rank in the Supply Corps must have demonstrated clear potential to lead the

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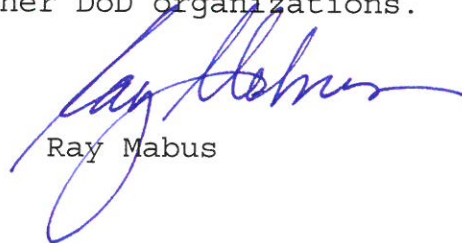
Navy of the future. Future leaders of the Supply Corps should possess:

(1) Broad experience in the Navy's operational forces and the Global Logistics Support Network which supports them.

(2) Acknowledged leadership within one primary line of operation (supply chain management, contracting/financial management, acquisition, or operational logistics), and experience in one other primary or secondary line of operation (business management, operations research or comptrollership).

(3) Exceptional leadership skills with demonstrated integrity and success in command or executive staff positions of equivalent significant responsibility.

(4) Professional competence in senior executive and staff roles in direct support of the Fleet, within the Naval shore establishment, and in other DoD organizations.



Ray Mabus

BOARD MEMBERSHIP
FY-18 ACTIVE-DUTY NAVY
REAR ADMIRAL (LOWER HALF) LINE AND STAFF
PROMOTION SELECTION BOARDS

1. Unrestricted Line

ADM Michelle J. Howard, USN (SW) - President
VADM Joseph P. Aucoin, USN (AV/NFO)
VADM Dixon R. Smith, USN (SW)
VADM Joseph E. Tofalo, USN (SS)
RADM Phillip G. Sawyer, USN (SS)
RADM Jeffrey A. Harley, USN (SW)
**RADM Sean S. Buck, USN (AV/NFO)
**RADM Stuart B. Munsch, USN (SS)
RDML Timothy G. Szymanski, USN (NSW)
RDML Daniel H. Fillion, USN (AV)
*RDML John W. Ailes V, USN (SW/AP)
RDML Kent D. Whalen, USN (AV)
RDML Scott D. Conn, USN (AV)
*RDML Brian K. Corey, USN (AV/AP)
RDML Collin P. Green, USN (NSW)
*RDML Lorin C. Selby, USN (SS/AP)
RDML Stephen C. Evans, USN (SW)

2. Engineering Duty Officer

ADM Michelle J. Howard, USN (SW) - President
**RADM Sean S. Buck, USN (AV/NFO)
*RADM Mark R. Whitney, USN (ED/AP)
**RADM Stuart B. Munsch, USN (SS)
*RDML John W. Ailes V, USN (SW/AP)

3. Aerospace Engineering Duty Officer

VADM Joseph P. Aucoin, USN (AV/NFO) - President
**RADM Sean S. Buck, USN (AV/NFO)
**RADM Stuart B. Munsch, USN (SS)
*RDML Gordon D. Peters, USN (AED/AP)
RDML Kathleen M. Creighton, USN (IWC)
*RDML Brian K. Corey, USN (AV/AP)
RDML Stephen C. Evans, USN (SW)

4. Special Duty Officer (Information Warfare Community)

VADM Joseph P. Aucoin, USN (AV/NFO) - President
**RADM Sean S. Buck, USN (AV/NFO)
RADM Sean R. Filipowski, USN (IWC)
RADM Robert D. Sharp, USN (IWC)
**RADM Stuart B. Munsch, USN (SS)
RDML Timothy C. Gallaudet, USN (IWC)
RDML Kathleen M. Creighton, USN (IWC)
*RDML Lorin C. Selby, USN (SS/AP)
RDML Stephen C. Evans, USN (SW)

5. Staff Corps (Supply Corps)

ADM Michelle J. Howard, USN (SW) - President
**RADM Sean S. Buck, USN (AV/NFO)
**RADM Stuart B. Munsch, USN (SS)
*RDML John P. Polowczyk, USN (SC/AP)
*RDML Peter G. Smatopoulos, USN (SC/AP)

* Acquisition Corps Representative
** Joint Representative

6. CAPT Christopher D. Brown, USN will act as recorder with the following personnel acting as assistant recorders:

CAPT Patrick A. Count, USN
CAPT(Sel) Erin P. Osborne, USN
CDR Julie A. Grunwell, USN
CDR Bret M. Grabbe, USN
CDR Bobby E. Brown, Jr., USN
CDR Oscar E. Rojas, USN
CDR Sarah E. Zarro, USN
CDR Scott A. Roscoe, SC, USN
CDR Alfred J. Corkran III, USN
CDR(Sel) Sterling S. Jordan, USN
LCDR Wayne G. Lewis, Jr., USN

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

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

RDML Richard A. Brown
CAPT Bradley J. Cordts
CAPT Mark C. Holley
CAPT Douglas P. Howell
CAPT William R. Johnson
CAPT Jeri L. O'Neill
CAPT Henry P. Roux, Jr.
CDR Kertreck V. Brooks
CDR Howard M. Bryant
CDR Paul J. Dee
CDR John W. Popham
CDR Steven J. Skretkiewicz
CDR Jeffrey C. Stevens
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

Enclosure (1)

LCDR Michael S. Newman
LCDR Timothy D. O'Brien
LCDR Eric A. Polonsky
LCDR Christopher J. Schlobohm
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
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) Vincent D. Marbley, Jr.
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

Enclosure (1)

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. Steve G. Cullen
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
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

Enclosure (1)

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
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
Ms. Melerie Thompson
Mr. Robert J. Thompson
Mr. David C. Tidwell
Ms. Martha Uselton
Mr. Carl R. Waelde
Mr. Shawn Walther
Mr. Brian L. Wenger

Enclosure (1)

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

ACQ Corps Rate \geq Overall Selection Rate for Category

3. **Regulatory Objective.** Although not contained in statute, the Secretary of Defense has established an additional promotion objective as a matter of policy. Officers who are serving, or have served since being considered by the most recent promotion board, on the staff of the Secretary of Defense will, as a group, be promoted to the next higher grade at a rate not less than the rate for officers in the same grade and competitive category who are serving, or who have served since being considered by the most recent promotion board, at Navy Headquarters.

OSD Rate \geq HQ Rate of Selection

4. Prior to adjournment, the board must review the extent to which the statutory and regulatory promotion objectives have been met.

Enclosure (2)