



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

MAR 1 4 2017

From: Secretary of the Navy
To: President, FY-18 Active-Duty Rear Admiral (lower half)
Special Duty Officer (Public Affairs)

Subj: ORDER CONVENING THE FY-18 PROMOTION SELECTION BOARD TO
CONSIDER OFFICERS IN THE SPECIAL DUTY OFFICER (PUBLIC
AFFAIRS) COMPETITIVE CATEGORY 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 board, consisting of you as president and the officers listed in enclosure (1), is ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, Thursday, March 23, 2017, or as soon as practicable thereafter.

b. The board 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 board may recommend up to the number I have provided below.

COMPETITIVE CATEGORY

NUMBER TO SELECT

Special Duty Officer (Public Affairs)

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3. Best and Fully Qualified Selection Standard

a. Fully Qualified. The officer recommended for promotion must be fully qualified; that is, the officer recommended must be capable of performing the duties of the next higher pay

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grade. An officer that does not meet this standard shall not be recommended for promotion.

(1) An officer fully qualified for promotion demonstrates 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 the officer selected will be designated as JQO prior to their promotion date, the officer selected must have documented in the officer's official record that the officer 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 technical waivers may be granted for officers in the following categories: Oceanography, Civil Engineer Corps, Engineering

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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) The Navy is composed of men and women representing dozens of different ethnic groups and hundreds of cultural heritages. A fully qualified officer 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 officer within this 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 officer. 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

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certain communities or platform assignments. Your challenge is to look broadly across the Navy without regard to community, platform, or career path to select the best qualified officer to serve as a future leader 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 an officer who meets this description.

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.

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(2) Education / Personal and Professional Development

(a) The Navy's ability to support future operational requirements depends on a well-educated and trained officer workforce. The Navy needs officers who have helped create a culture of continuous learning demonstrated by their professional development through education and training. You shall favorably consider professional military education (PME), 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:

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 if an officer is 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 an officer who is not best and fully qualified.

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(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.

c. **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.

d. **Public Affairs Officer.** The officer you select will serve as the Chief of Information, the community manager, and the 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

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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; internal information/corporate communication dissemination; and public affairs aspects of operations, Navy activities, and public events or incidents. As such, the officer you select must be able to provide high-level and unvarnished counsel to senior Navy leaders. Experience in challenging billets providing direct support to the Office of the Secretary of Defense, the Joint Staff, Department of the Navy's senior leadership, or a Combatant Commander is 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 DC 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 Department of the Navy. 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.

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(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, 1100 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.



Sean J. Stackley
Acting

BOARD MEMBERSHIP
FY-18 ACTIVE-DUTY NAVY
REAR ADMIRAL (LOWER HALF) SPECIAL DUTY OFFICER
(PUBLIC AFFAIRS)

1. Special Duty Officer (Public Affairs)

ADM William F. Moran, USN (AV) - President
**RADM(S) Lisa M. Franchetti, USN (SW)
*RDML Moises Deltoro III, USN (SS/AP)
RDML Jeffrey W. Hughes, USN (AV)
RDML Charles W. Rock, USN (SW)

* Acquisition Corps Representative
** Joint Representative

2. LCDR Price Balderson, USN will act as recorder with LCDR Tim O'Brien acting as assistant recorder.

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

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

RDML Richard A. Brown
RDML John F. Meier
CAPT Bradley J. Cordts
CAPT Christopher Engdahl
CAPT Mark C. Holley
CAPT Douglas P. Howell
CAPT David H. Mcaliste
CAPT Jeri L. O'Neill
CAPT Martin L. Pompeo
CAPT Alonzo J. Ross
CAPT Henry P. Roux, Jr.
CAPT Elisabeth S. Stephens
CDR Melissa A. Barnett
CDR Howard M. Bryant
CDR Paul J. Dee
CDR John W. Popham
CDR Steven J. Skretkowicz
LCDR Price W. Balderson
LCDR Shelley E. Branch
LCDR David R. Flowers
LCDR Johnny W. Kelley
LCDR Stephen P. Milloway
LCDR Christopher C. Muller
LCDR Michael S. Newman
LCDR Timothy D. O'Brien
LCDR Eric A. Polonsky
LCDR Van E. Stewart
LCDR Jeremy S. Yarbrough
LT Robert R. Allen
LT Corey A. Bell
LT Beau J. Blanchard

LT Claire C. G. Born
LT Ivan C. Cole
LT Simon S. Davies
LT Isabel Gomez
LT Erin T. Janofski
LT Tramayne L. Jenkins
LT Jason C. Jensen
LT Kevin M. Loughman
LT Christopher R. McHenry
LT Ayman M. Mottaleb
LT Vincent N. Perry
LT Edward R. Polk
LT Holly R. Taylor
CWO3 Dawn R. Slayton
PSCM(SW/AW) C. E. Christiansen
YNCM(SW/AW/EXW) Leo S. Godet
YNCM(AW) Amy M. Kelly
CMDACS (FMF/CSC) Melissa D. Ochoa
HMCS(SW/AW) Marquita Y. Handley
LSCS(SW) Robert A. Tunstall
YNCS(IDW/SS) Jon Blish
PSC(SW/AW) Sonny R. Deleon
PSC(SW/AW) Patrick R. Harris
YNC(SW/AW) Kari A. Betancourt
YNC(AW) Gavin A. Irby
YNC(SW/AW) Jason W. Massengill
YNC(SW/AW) Michael M. Riles
LN1 Lauren M. Hauck
PS1(AW) Alexandria C. Atchinson
YN1(SS) Christopher M. Church
YN1 Sharleen L. Ciesielska
YN1 Carolyn Hester
YN1 Kimberly S. Knowles
YN1(SW) Benjamin J. Ryser
YN1(SW) Joseph F. Scarlata
LN2(EXW) Courtney E. Countiss
YN2 Christopher D. Brooks
YN2 Santos A. Cedeno
YN2(SW) Kari K. Lueth
YN2(SW/AW) Vincent D. Marbley, Jr.
YN2(SW/AW) John T. Myrick
YN2(SW/AW) Alexis P. Williams
Mr. Rodger Abernathy
Ms. Jacqueline S. Anderson
Mr. Steve A. Armstrong
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

Enclosure (1)

Mr. James W. Bowman
Mr. Doug Burgess
Ms. B. J. Callis
Mr. Clarence Carver
Ms. Lakiesha D. Chalmers
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. Paul W. 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. Charles T. Henderson
Mr. Max H. Hodge
Mr. David L. Howard
Ms. Rosalind Hudson-Phillips
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
Mr. Charles M. Kellum
Ms. Shu J. King
Mr. Alex Kraus

Enclosure (1)

Ms. Karen M. Kumnick
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. Chris G. McNulty
Mr. Jerico 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
Mr. Chuck Pennington
Mr. Richard S. Perry
Mr. Lee Peyton
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

Enclosure (1)

Mr. Shawn Walther
Ms. Davida L. Ward
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 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)