



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

DEC 1 2016

From: Secretary of the Navy
To: President, FY-18 Navy Reserve 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
RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PROMOTION TO
THE PERMANENT 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

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, Monday, December 5, 2016, or as soon as practicable thereafter.

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

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

<u>COMPETITIVE CATEGORY</u>	<u>NUMBER TO SELECT</u>
Unrestricted Line	5
Restricted Line	
Information Warfare Officer	1
Staff Corps	
Supply 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

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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 qualified officers. Proven and sustained superior performance in command and leadership positions in difficult and challenging assignments is the ultimate test of fitness for promotion. This is the number one factor that should guide your recommendations.

(b) When applying this factor, you must consider that the future Navy and joint force leadership must contain 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, these boards are chartered to select the future leadership of the Navy. Superior leadership skills may be developed in a variety of assignments,

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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.

2. Likewise, we must not restrict or limit the opportunity of any Navy officer to think creatively, develop new ideas, take prudent risks, and maximize capabilities through sound management practices. Bear in mind that, in the context of a changing Navy, officers demonstrating innovative thinking,

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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) 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, by displaying conduct that is upright and honorable, and by working to strengthen the resolve of 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

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finest Navy and deserve your careful consideration when selecting officers who are best and fully qualified.

(4) **Direct Support of Overseas Contingency Operations (OCO) / Irregular Warfare.** The boards should give favorable consideration to those officers who, while serving in leadership positions in the grade of O-5 or above, have displayed superior performance in direct support of OCO or in Irregular Warfare assignments, in particular those assignments that are extraordinarily arduous or which involve significantly heightened personal risk. These individuals are developing valuable combat and nation-building skills under stressful conditions. Such assignments may not be typical of the officer's traditional community career path and the officer may be rated by a reporting senior unfamiliar with the officer's specialty and the Navy fitness report system.

4. **Competency and Skill Guidelines.** Per title 10, U.S. Code, section 14107(b)(4), all promotion selection boards convened by this order to consider eligible officers in the Restricted Line and Staff Corps shall apply the following guidelines relating to the Navy's need for rear admirals (lower half) who possess the competencies and skills indicated.

a. **Information Warfare Community (IWC) Considerations.** The IWC promotion selection board shall apply the following guidelines relating to the Navy's need to fill an FY-18 vacancy. You shall apply these guidelines in conjunction with the best and fully qualified selection standard. 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 vacancy.

(1) Proven performance in command and must have strong cross functional knowledge at the tactical and operational levels that affect and directly support Naval, Joint and/or Interagency Operations. Preferred experience in a senior officer (O5/O6) mobilization in direct support of Overseas Contingency Operations. Must have in-depth knowledge of Navy Reserve and Naval Information Force Reserve while in command and staff billets.

(2) Proven performance in command and extensive experience in information-intensive capabilities across all IWC disciplines and all Warfare areas and domains. Must have in-

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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.

b. Supply Corps Considerations

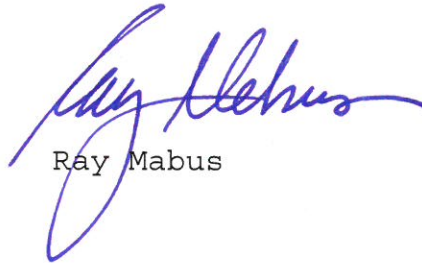
(1) Future leaders of the Supply Corps should possess:

(a) Broad experience in the Navy and Joint
operational forces and the Global Logistics Networks (i.e. Naval
Supply Systems Command, Defense Logistics Agency, U. S.
Transportation Command, etc.) which support them.

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

(c) Exceptional community leadership skills with
demonstrated integrity and success in command.

(2) The Supply Corps and Navy require that Flag Officers
serve in a broad spectrum of assignments requiring expertise in
diverse functional areas. Contracting, supply chain management,
and operational logistics experience in direct support of
deployed or fleet forces particularly desirable. It is also
important that joint experience be valued highly when selecting
future Supply Corps Flag Officers.



Ray Mabus

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

1. Unrestricted Line

VADM Frank C. Pandolfe, USN (SW) (President)
RADM Martha E. G. Herb, USNR (EOD)
RADM Russell E. Allen, USNR (AV)
RADM William M. Crane, USNR (AV)
RDML Thomas W. Marotta, USNR (AV)
RDML Matthew A. Zirkle, USNR (SS)
RDML Alan D. Beal, USNR (AV)
RDML Darren J. Hanson, USNR (SW)
RDML Moises Deltoro III, USN (SS/AP)
RDML Jon C. Kreitz, USNR (SW)
RDML William G. Mager, USNR (AV)
RDML Scott D. Jones, USNR (AV)
RDML John B. Mustin, USNR (SW)

2. Information Warfare Community

VADM Frank C. Pandolfe, USN (SW) (President)
RDML Daniel J. MacDonnell, USNR (IWC)
RDML Linnea J. Sommerweddington, USNR (IWC)
RDML Moises Deltoro III, USN (SS/AP)
RDML Scott D. Jones, USNR (AV)

3. Supply Corps

VADM Frank C. Pandolfe, USN (SW) (President)
RADM Martha E. G. Herb, USNR (EOD)
RADM Valerie K. Huegel, USNR (SC)
RADM Russell E. Allen, USNR (AV)
RDML Moises Deltoro III, USN (SS/AP)

4. CAPT Robert C. Nowakowski, USNR, will act as recorder with the following personnel acting as assistant recorders:

CAPT(Sel) Michael S. Mattis, USNR
CDR Michael Chin, USNR
CDR David E. Bailey, SC, USNR
CDR Jason M. Naidyhorski, USNR
CDR Andrew R. Needles, USNR
CDR Katie F. Sheldon, USNR
CDR Eilis M. Cancel, USNR
CDR William P. Phillips, USNR

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

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

RDML Richard A. Brown
CAPT Bradley J. Cordts
CAPT Christopher Engdahl
CAPT Mark C. Holley
CAPT Douglas P. Howell
CAPT John F. Meier
CAPT Jeri L. O'Neill
CAPT Martin L. Pompeo
CAPT Henry P. Roux, Jr.
CAPT Elisabeth S. Stephens
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 Jeremy S. Yarbrough
LT Robert R. Allen
LT Beau J. Blanchard
LT Ivan C. Cole
LT Simon S. Davies
LT Claire Geilfuss
LT Erin T. Janofski
LT Tramayne L. Jenkins
LT Jason C. Jensen
LT Kevin M. Loughman
LT Christopher R. McHenry
LT Vincent N. Perry
LT Edward R. Polk
LT Van E. Stewart
LT Holly R. Taylor
LT Donald J. Todorowski
CW05 Elizabeth Rivera
CW03 Dawn R. Slayton
MCPO(SW/AW) C. E. Christiansen
MCPO(SW/AW/EXW) Leo S. Godet
MCPO(AW) Amy M. Kelly
SCPO(SW) Robert A. Tunstall
CPO(SW/AW) Kari A. Betancourt
CPO(AW) Raymond E. Boyd
CPO(EXW/IDW/SCW) Byron J. Capps
CPO(SW/AW) Patrick R. Harris
CPO(AW) Gavin A. Irby
CPO(SW/AW) Michael M. Riles

PO1(AW) Alexandria C. Atchinson
PO1 Sharleen L. Ciesielska
PO1 Carolyn Hester
PO1(SW) Benjamin J. Ryser
PO1(SW) Joseph F. Scarlata
PO2 Santos A. Cedeno
PO2 Courtney E. Countiss
PO2 Lauren M. Hauck
PO2(SW/AW) Aliscia L. Law
PO2(SW) Kari K. Lueth
PO2(SW/AW/IW) Vincent D. Marbley
PO2(SW/AW) John T. Myrick
PO2 Latoya A. Roberts
PO2(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. 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. William C. Eastman
Mr. Charles D. Eaton
Mr. Jeremy L. Fisher
Mr. John Fleenor
Mr. Mike Foldes
Mr. John Frantz
Mr. Christopher Garner
Mr. Dennis Garza
Mr. Cornell D. Gaulmon
Mr. Brett J. Genoble
Mr. Bryan Gillentine
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
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. 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
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
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