



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

JAN 25 2019

From: Secretary of the Navy
To: President, FY-20 Active-Duty Rear Admiral (lower half)
Line (Foreign Expertise) Promotion Selection Board
Subj: ORDER CONVENING THE FY-20 PROMOTION SELECTION BOARD TO
CONSIDER OFFICERS IN THE LINE ON THE ACTIVE-DUTY LIST OF
THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF REAR
ADMIRAL (LOWER HALF)
Ref: (a) FY-20 Active-Duty and Reserve Navy Flag Officer
Promotion Selection Board Precept
Encl: (1) Board Members
(2) Board Recorders and Administrative Support
(3) Statutory and Regulatory Promotion Objectives

1. Date and Location

a. The promotion selection boards, consisting of you as president and the officers listed in enclosures (1) and (2), are ordered to convene at Navy Personnel Command, Millington, TN, at 0800, Wednesday, February 20, 2019, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-20 Active-Duty and Reserve Navy Flag Officer Promotion Selection Board Precept, reference (a), and Statutory and Regulatory Promotion Objectives, enclosure (3).

2. Promotion Board Authorized Selections. The zones for selection to flag have been set forth in the FY-20 Active-Duty Flag Officer Promotion Plan. The boards may recommend up to the number I have provided below.

COMPETITIVE CATEGORY

NUMBER TO SELECT

Restricted Line
Foreign Expertise

1

3. Best and Fully Qualified Selection Standard

a. Fully Qualified. All officers recommended for promotion must be fully qualified; that is, each officer recommended must be capable of performing the duties of the next higher pay grade. Officers that do not meet this standard shall not be recommended for promotion.

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

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

1. In order to ensure that selectees will be designated as JQO prior to their promotion date, all selectees must have documented in their official record that they completed JPME I and II and must have been awarded full joint tour credit for serving in a JDAL billet (in the paygrade of O4 or above), or be currently serving in a JDAL billet and have completed a minimum of 24 full months (day-for-day), or have accrued a combination of approved experience points and months served in JDAL tours, in the grade of O-4 or above (cumulative credit and/or currently serving) that equals 24 or more points, as of the convening 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 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

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Service Corps, Nurse Corps, Chaplain Corps, and Judge Advocate
General's Corps.

3. You should be aware that officers who have not been designated as a JQO, or who have not served at least 24 months in a joint duty assignment and completed full JPME, or who do not qualify for a scientific, technical, or professional waiver, will require a Good of the Service waiver to permit their promotion to flag rank and must serve their initial flag officer assignments in joint positions. Under policy established by the Office of the Secretary of Defense, 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:

(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.

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(b) When applying this factor, you must consider that the future Navy and joint force leadership will be comprised of a mix of officers that have excelled in both traditional and alternate career paths. You must consider the critical competency/skill sets developed by officers who have excelled in alternate career paths. Further, this board's charter is to select the future leadership of the Navy. Superior leadership skills may be developed in a variety of assignments, and may be found across the Navy from various communities, platforms, and career paths. There are no expectations that flag officers must be selected from only certain communities or platform assignments. Your challenge is to look broadly across the Navy without regard to community, platform, or career path to select the best qualified officers to serve as the future leaders of the Navy.

(c) Our dynamic Navy requires equal consideration to those who have served in non-traditional, combat-related, nation-building roles. Successful performance and leadership in combat conditions demonstrate exceptional promotion potential and should be given special consideration.

(d) You should also consider for promotion those men and women possessing the education, experience, and language skills that help improve the Navy's gender and cultural awareness and those who demonstrate mentoring skills that enhance the professional development of the Navy's future male and female leaders and the wide and varied diversity of the Navy.

(e) A critical goal of the Navy is to encourage -- to demand -- innovation and efficiency to ensure that we retain an adaptive, flexible, and effective naval force able to anticipate events and win across the spectrum of conflict. In your consideration, recognize that the continued preeminence of the Navy in the future is inextricably linked to its ability to successfully change and to manage for efficiency. Our future depends on male and female leaders who have demonstrated their awareness of this fact. Within the charter of best and fully qualified, seek to select these officers. Likewise, we must not restrict or limit the opportunity of any officer to think creatively, develop new ideas, take prudent risks, and maximize capabilities through sound management practices. Bear in mind that, in the context of a changing Navy, officers demonstrating innovative thinking, efficient management skills, prudent risk

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taking, and effective business practices, may reflect a variety
of backgrounds.

(2) Education / Personal and Professional Development

(a) The Navy's ability to support future operational requirements depends on a well-educated and trained officer workforce. The Navy needs officers who have helped create a culture of continuous learning demonstrated by their professional development through education and training. You shall favorably consider professional military education (PME), relevant graduate education, and experience in specialized areas. The PME Continuum integrates four components of education: Advanced Education, Navy-Specific Professional Military Education (NPME), 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 (3), 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.

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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.

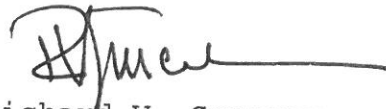
(5) **Direct Support of Overseas Contingency Operations (OCO)/ Irregular Warfare.** The board should give favorable consideration to those officers who, while serving in the grade of O-6, have displayed superior performance in a leadership role while serving in direct support of OCO or in Irregular Warfare 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.

4. **Statutory Retirement.** The board is reminded that statutory retirement for age or years of service is not indicated by a stamp on the eligible officer's record. Discussions about an eligible officer's age, year group or years of service are not permitted. Additionally, the board may not discuss personal knowledge of an eligible officer's retirement status unless that information is reflected in the officer's official record. The annotation of "Approved" in block 21 or comments referencing

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retirement in block 41 on a fitness report is not indicative of
an approved retirement.

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



Richard V. Spencer

BOARD MEMBERSHIP
FY-20 ACTIVE-DUTY NAVY
REAR ADMIRAL (LOWER HALF) LINE (FOREIGN EXPERTISE)
PROMOTION SELECTION BOARDS

1. FOREIGN EXPERTISE

- **VADM Andrew L. Lewis, USN (AV) - President
- *RADM Brian K. Corey, USN (AV)
 - RDML Danelle M. Barrett, USN (IWC)
 - RDML David G. Manero, USN (FAO)
- **RDML Michael W. Studeman, USN (IWC)
 - RDML Erik M. Ross, USN (SW)
 - RDML Leonard C. Dollaga, USN (SS)
- * Acquisition Corps Representative
- ** Joint Representative

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 (3)