



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

SEP 04 2019

From: Secretary of the Navy
To: President, FY-21 Active-Duty Rear Admiral Line and Staff
Corps Promotion Selection Boards

Subj: ORDER CONVENING THE FY-21 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-21 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 and individuals listed in enclosures (1) and (2), are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, Wednesday, September 11, 2019, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-21 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-21 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	15
Restricted Line	
Acquisition Line Community	3
Information Warfare Community	1
Staff Corps	
Senior Health Care Executive	1
Supply Corps	1

Subj: ORDER CONVENING THE FY-21 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

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 and 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

Subj: ORDER CONVENING THE FY-21 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

comprised of a mix of officers that have excelled in both traditional and alternate career paths. You must consider the critical competency and 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 for 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.

Subj: ORDER CONVENING THE FY-21 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

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 and 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, joint professional military education 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 codes are significant career milestones.

(3) Statutory Promotion Objectives

(a) The following competency and 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

Subj: ORDER CONVENING THE FY-21 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

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 to 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 and 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) Financial Management. Navy leadership must be able to develop and use the tools of sound financial management

Subj: ORDER CONVENING THE FY-21 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

during decision-making processes. Flag officers will likely make decisions involving substantial resources. Multiple one, two, and three-star flag billets specifically require strong financial management experience as a prerequisite, and professional diversity in these senior flag financial management billets is key to long-term optimal resource allocation and accountability. It is critical that you carefully consider an officer's knowledge, skills, and abilities in financial management as you determine the future senior leadership in the Navy. Accordingly, in your deliberations you should consider those officers who have proven themselves in the area of financial management favorably over those officers with similar records and performance who lack such proven skills.

(3) Operational Analysis. Senior Navy leaders must be able to fully leverage analyses and assessments to inform complex decisions involving substantial resources. Understanding and using big data analytics, statistical analysis, and optimization tools to improve Navy execution and drive stronger outcomes is fundamentally important to flag officer decision-making. Operational analysis experience in senior flag billets is a key element for driving improved Navy decision making, valuation and the assessments that underpin Navy positions. Accordingly, in your deliberations you should favorably consider those officers who have proven themselves in the area of operational analysis.

(4) Language, Regional Expertise, and Cultural Experience.

b. Direct Support of Overseas Contingency Operations (OCO) and 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.

Subj: ORDER CONVENING THE FY-21 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

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-21 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-21 critical vacancies, as outlined below.

**TABLE 1
GUIDELINES RELATING TO NAVY'S NEED FOR URL OFFICERS WITH
PARTICULAR COMPETENCIES AND SKILLS**

FY-21 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Surface Warfare (111X)	3	Vacancies in O-8 1110 billets require performance as a strike group commander (operational or training strike group) or joint task force commander, experience in material and operational readiness and working knowledge of the budgeting and programming process. Successful tour on a major Navy staff or joint command is desired.
Submarine Warfare (112X)	2	Vacancies in O-8 1120 billets require performance as a submarine group commander, joint task force commander, or other isolated joint commander or official, and knowledge of the budgeting and programming process. Successful tour on a major Navy staff or joint command is desired.

Subj: ORDER CONVENING THE FY-21 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

Special Warfare (113X)	1	Vacancy in 1130 O8 billet requires 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)	4	Vacancies in 1310/1320 O-8 billets require performance as a strike group commander (operational or training strike group), maritime patrol and reconnaissance group commander (unique P-3/P-8 billet), or joint task force commander, as well as strong tactical aviation or operational readiness experience and working knowledge of the budgeting and programming process. Successful tour on a major Navy staff or joint command is desired.
11XX/13XX	1	Vacancy in O-8 Navy educational institution billet requires successful flag officer command tour. Joint command as a flag officer is desired. Master's degree required, doctorate degree preferred.
11XX/13XX	3	Vacancies in URL O-8 billets require performance in command or successful tour on a major Navy staff or joint command, giving favorable consideration for effectual performance in budgeting, programming or requirement generation. 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.

Subj: ORDER CONVENING THE FY-21 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

b. Acquisition Line Community (ACQ). The Navy has requirements for acquisition line flag officers with broad-based technical and acquisition business experience and proven records of flexibility, innovation and change leadership. 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 ACQ OFFICERS WITH PARTICULAR COMPETENCIES AND SKILLS

FY-21 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Acquisition Corps (11X0 or 1440)	1	Submarine and subsurface systems program management. Experience in acquisition and design of submarines, undersea weapons and submarine warfare systems is especially desired.
Acquisition Corps (1XX0/1440/1500)	1	Broad based experience in systems acquisition. Experience in development, procurement and sustainment of complex C5I systems for ships, submarines, aircraft and shore stations.
Acquisition Corps (1XX0/1440/1500)	1	Broad based experience in systems acquisition. Experience in development, procuring and sustainment of complex systems.

c. Information Warfare Community. Select the best and most fully qualified information warfare (IW) flag officer. The Navy needs one officer who is agile, flexible and capable of leading across the broadest range of IW disciplines (battlespace awareness, assured command and control and integrated fires). Flag officer required to fill critical vacancy in OPNAV N2/N6 IW program integration division to balance IW investment across N2/N6 program of record and integrate with other OPNAV resource sponsors to support CNO POM objectives. The selected officer needs to have high potential to compete for O-9 positions.


Subj: ORDER CONVENING THE FY-21 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

d. **Senior Health Care Executive.** Navy Medicine needs leaders with knowledge and significant recent experience in a variety of settings including operational medicine, joint medical operations and current peacetime health care and mission support initiatives. Duty or service in combined or other staff positions at the senior levels of government should also be considered favorably. The Navy requires officers of exceptionally high professional competence and intellectual capacity who are visionaries to clearly see opportunities in a dynamic and rapidly evolving military medicine landscape and also have the ability to think logically and express themselves articulately. They must be successful change agents and have the energy to create and communicate the organization's vision, as well as build and motivate teams to accomplish that vision. Our leaders must be calculated risk-takers, inclusive in decision-making and trusted by subordinates. They must recognize talent and mentor, coach, and develop juniors. They must understand and use best business tools and clinical practices in managing our military population's health and supporting a highly deployed expeditionary force. Our Naval leadership must be drawn from those officers who clearly understand Navy Medicine's obligation in ensuring success of, and demonstrate the capacity to meet the challenges of our commitment to, maritime superiority. You must ensure that the Navy medical community's future leaders possess broad knowledge in the support of the operating forces as well as acknowledged leadership within their specialty. Likewise, the officer selected must have demonstrated exceptional managerial skills and professional competence in executive and staff roles both in support of the fleet and within the naval shore establishment. In determining those officers best qualified for promotion, you are instructed that the needs of the Navy require that flag officers serve in a broad spectrum of assignments requiring expertise in diverse functional areas. It should be noted that although there is no set career path for upward mobility, those you select will be placed almost assuredly in positions that require broad military and medical perspectives beyond the Department of the Navy. They must have the courage to stand on principles and demonstrate a clear potential to lead the Navy of the future. Promotion is competitive and, while based on performance, must be ultimately based on the potential to meet the demands and challenges of flag rank.

e. **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

Subj: ORDER CONVENING THE FY-21 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

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.



Richard V. Spencer

BOARD MEMBERSHIP
FY-21 ACTIVE-DUTY NAVY
REAR ADMIRAL LINE AND STAFF
PROMOTION SELECTION BOARDS

1. Unrestricted Line

ADM Robert P. Burke, USN (SS) - President
VADM William K. Lescher, USN (AV)
**VADM Lisa M. Franchetti, USN (SW)
RADM Kyle J. Cozad, USN (AV)
RADM Daryl L. Caudle, USN (SS)
RADM Eugene H. Black III, USN (SW)
**RADM John V. Fuller, USN (SW)
RADM Samuel J. Paparo, Jr., USN (AV)
RADM William W. Wheeler III, USN (AV/NFO)
RADM Hugh W. Howard III, USN (NSW)
RADM James E. Pitts, USN (SS)
RADM Gregory N. Harris, USN (AV)
RADM Charles B. Cooper II, USN (SW)

2. Acquisition Line Community

ADM Robert P. Burke, USN (SS) - President
*VADM Thomas J. Moore, USN (ED/AP)
**VADM Lisa M. Franchetti, USN (SW)
*RADM Christian D. Becker, USN (AED/AP)
**RADM John V. Fuller, USN (SW)
*RADM Brian K. Corey, USN (AV/AP)
*RADM Lorin C. Selby, USN (SS/AP)

3. Information Warfare Community

ADM Robert P. Burke, USN (SS) - President
VADM Matthew J. Kohler, USN (IWC)
**VADM Lisa M. Franchetti, USN (SW)
**RADM John V. Fuller, USN (SW)
RADM Samuel J. Paparo, Jr., USN (AV)

4. Senior Health Care Executive

ADM Robert P. Burke, USN (SS) - President
**VADM Lisa M. Franchetti, USN (SW)
RADM Bruce L. Gillingham, SHCE, USN
**RADM John V. Fuller, USN (SW)
RADM Samuel J. Paparo, Jr., USN (AV)

5. Supply Corps

ADM Robert P. Burke, USN (SS) - President
**VADM Lisa M. Franchetti, USN (SW)
*RADM Peter G. Stamatopoulos, SC, USN
**RADM John V. Fuller, USN (SW)
RADM Samuel J. Paparo, Jr., USN (AV)

* 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, 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.