



THE SECRETARY OF THE NAVY  
WASHINGTON DC 20350-1000

SEP 06 2019

From: Secretary of the Navy  
To: President, FY-21 Active-Duty Rear Admiral (lower half)  
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 (LOWER HALF)

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 listed in enclosures (1) and (2), are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, Monday, September 16, 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>
<b>Unrestricted Line</b>	19
<b>Restricted Line</b>	
Acquisition Line Community	6
Information Warfare Community	2
Foreign Expertise Community	1
<b>Staff Corps</b>	
Dental Corps	1
Nurse Corps	1
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 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 grade of O-4 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 date of the 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

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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, Aeronautical Engineering, Acquisition, 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 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:

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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 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. 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. 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



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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 the 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 (Unrestricted Line (URL)/Restricted Line (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) who possess the competencies and skills indicated.

a. The Navy must continue to develop leaders who possess the competencies 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.

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(2) Financial Management. Navy leadership must be able to develop and use the tools of sound financial management during decision-making processes. Those selected as 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) Operations Analysis. Senior Navy leaders must be able to fully leverage analysis 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. Operations 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 operations analysis.

(4) 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.

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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 rear admirals (lower half) 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 (NON-AP)  
WITH PARTICULAR COMPETENCIES AND SKILLS**

FY-21 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)	1	Vacancy in 1120 O-7 billet requires proven performance in major command. Strong tactical experience, the ability to mentor submarine commanding officers and train submarine crews, and experience at post-command level on a submarine task force staff is desired.



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FY-21 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Submarine Warfare (112X)	1	Vacancy in 1120 O-7 billet requires proven performance in major command. The ability to mentor submarine commanding officers and train submarine crews, and experience in command and/or major command with strategic mission and strategic systems is desired.
Submarine Warfare (112X)	1	Vacancy in 1120 O-7 billet requires proven performance in major command with experience at command level in compartmented special project and multi-mission platform operations, ocean engineering systems, and compartmented research and development.
Special Warfare (113X)	1	Vacancy in 1130 O-7 joint billet requires proven performance in major command and Joint assignment. Commanding knowledge of special warfare missions, tactics, and operational capabilities is required.
Special Operations (114X)	1	Vacancy in 1140 O-7 joint billet requires proven performance in major command and Joint assignment. Commanding knowledge of special warfare missions, tactics, and operational capabilities is required.
Installation Manager	1	Vacancy in O-7 billet requires proven performance in command of a major shore installation as well as additional post-major command experience in shore management (such as, but not limited to, a Region staff, CNIC HQ staff, OPNAV N4, or ASN (EI&E) staff).

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FY-21 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Naval Aviator /Naval Flight Officer (13XX)	5	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 employ expeditionary, carrier strike group, or undersea forces in military operations worldwide. Extensive experience and a broad background in all aspects of naval warfare are desired, giving favorable consideration for effectual performance in budgeting, programming, and/or requirements generation.

b. Acquisition Line Community (ACQ). The Navy has requirements for Acquisition Line flag officers with broad-based technical and acquisition business experience with 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.

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**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 (13X0 or 1500)	1	Broad-based experience in fleet support and systems acquisition. Particularly needed is an officer with demonstrated leadership in command of large organizations responsible for the repair and sustainment of aviation assets (aircraft, engines, and support equipment). Aviation program management or warfare center technical experience is also desired.
Acquisition Corps (1XX0/1440/1500)	1	Demonstrated leadership and experience as a major program manager is specifically desired. Broad-based experience in program management and life cycle sustainment of command, control, communications, computers, and intelligence (C4I) or platform/combat mission systems.
Acquisition Corps (11X0 or 1440)	1	Program management and life cycle sustainment experience. Demonstrated leadership and experience as the program manager or commanding officer for a major ship, submarine, or surface ship maintenance program/repair activity is desired.
Acquisition Corps (11X0/1440/1500)	1	Program management and life cycle sustainment experience. Demonstrated leadership and experience as the program manager for a major ship, submarine, or warfare system is desired.

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FY-21 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Acquisition Corps (11X0 or 1440)	1	Demonstrated leadership and experience in managing a large, diverse technical and engineering organization with additional experience managing nuclear maintenance and technical issues. Fleet maintenance experience is desired.
Acquisition Corps (11X0 or 1440)	1	Demonstrated leadership and experience successfully leading nuclear-capable public shipyards with expertise in maintenance and repair of both aircraft carriers and submarines.

c. Information Warfare Community (IWC). The Navy needs two IWC officers to fill critical FY-21 vacancies who are agile, flexible, and capable of leading across the broadest range of Information Warfare disciplines in Navy and Joint flag assignments. As such, board members should view an officer's performance in leadership assignments as an indicator of his or her ability to serve as an IWC flag officer. In making your determination when applying the best and fully qualified standard, give strong consideration to those officers who have demonstrated success in O6 command, leadership in operationally challenging environments, and in post major command critical assignments.

(1) Vacancy in IWC O-7 billet requires proven performance in command and extensive experience in information intensive capabilities across all information warfare disciplines and all warfare areas and domains. Must have in-depth knowledge and experience in naval operations and integrating information warfare effects at the tactical and operational levels, in order to command the Naval Information Warfare Development Center.

(2) Vacancy in IWC O-7 billet requires proven performance in command and demonstrated operational and technical background in Department of Defense Information Network (DoDIN) and Defensive Cyberspace Operations Internal Defensive Measures (DCO-IDM). Extensive experience in information technology and command and control, communications,

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and cyber in addition to knowledge of IT/Cyber governance and policy are necessary to lead the OPNAV N2N6 Cyber Security Division or assignment to service and joint positions related to information technology, cyber, and communications.

d. **Foreign Expertise Community**. Vacancy in O-7 joint billet requires an 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.

e. **Medical Community (DC and NC)**. 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 delivery initiatives. While duty or service in combined or other staff positions at senior levels of government should be favorably viewed, because Navy Medicine also directly supports the operational Marine Corps, special consideration should be given to those officers with prior duty or service with Marine Corps units. The Navy requires officers of exceptionally high professional competence and intellectual capacity who have the ability to think logically and express themselves articulately. They must have the energy to create and communicate the organization's vision, as well as build, inspire, and motivate teams to accomplish that vision. Our leaders must be calculated risk-takers, inclusive in decision-making, and trusted by



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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 the mission of a highly deployed expeditionary force. Our naval leadership must be drawn from those officers who clearly understand and demonstrate capacity to successfully meet Navy Medicine's obligation of supporting and ensuring success in 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 proven leadership within their specialty. Likewise, the officers selected must have demonstrated exceptional managerial skill and professional competence in a variety of executive and staff roles both in support of the fleet and within the naval shore establishment. Officers selected should have held command.

(1) In determining those officers best qualified for promotion, you are instructed that the needs of Navy Medicine and 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.

(2) Title 10, U.S. Code, section 1251(a) establishes the general rule that a regular officer serving below the grade of O-7 shall be retired on the first day of the month following the month in which the officer becomes 62 years of age. Title 10, U.S. Code, section 1253(a) establishes the general rule that a regular commissioned officer serving in a flag officer grade, unless separated or retired earlier, shall be retired on the first day of the month following the month in which the officer becomes 64 years of age. There are no statutory exceptions to this general rule applicable to medical community flag officers. If an officer will be 64 or older upon the effective date of appointment to the grade of O-7, title 10, U.S. Code, section 1253 would prevent the officer from serving in the grade of O-7. If the officer is under 64 years of age upon the effective date of appointment, but subsequently turns age 64 at a later date,

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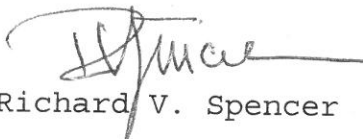
section 1253 would require an involuntary retirement for age. Officers who are involuntarily retired for age must serve at least six months in the grade of O-7 to retire as an O-7. Generally, officers who voluntarily retire must serve three years in the grade of O-7 to retire as an O-7. In your deliberations you may consider these statutory age requirements to the degree that they may affect an officer's ability to best serve the Navy's needs as an O-7.

f. Supply Corps. The Navy has Supply Corps flag officers serving in a broad spectrum of Navy and joint assignments requiring expertise in diverse functional areas. When selecting future Supply Corps flag officers, the most fully qualified officers under consideration will be both JQO and Acquisition Professional (AP). Under the current statute, Supply Corps Officers designated AP may receive a technical waiver of the JQO requirement. Supply Corps officers not designated AP are statutorily required to be JQO in order to be selected. Officers selected for flag rank in the Supply Corps must have demonstrated clear potential to lead the Navy of the future. Future leaders of the Supply Corps should possess:

(1) Exceptional leadership skills with demonstrated integrity and success in major command.

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

(3) Broad experience in the Navy's operational forces and the global logistics support network which supports them.

  
Richard V. Spencer

**BOARD MEMBERSHIP  
FY-21 ACTIVE-DUTY NAVY  
REAR ADMIRAL (LOWER HALF) LINE AND STAFF  
PROMOTION SELECTION BOARDS**

1. Unrestricted Line

ADM Craig S. Faller, USN (SW) - President  
VADM DeWolfe H. Miller III, USN (AV)  
VADM Stuart B. Munsch, USN (SS)  
VADM James W. Kilby, USN (SW)  
RADM Collin P. Green, USN (NSW)  
RADM Kenneth R. Whitesell, USN (AV/NFO)  
RADM Eugene H. Black III, USN (SW)  
RADM Blake L. Converse, USN (SS)  
RDML Gary A. Mayes, USN (AV)  
RDML Erik M. Ross, USN (SW)  
RDML Stuart P. Baker, USN (AV)  
RDML Craig A. Clapperton, USN (AV/NFO)  
\*\*RDML Yvette M. Davids, USN (SW)  
RDML Douglas G. Perry, USN (SS)  
\*\*RDML John D. Spencer, USN (SS)  
RDML Joseph A. Diguardo, Jr., USN (EOD)  
RDML Lance G. Scott, USN (AV/NFO)

2. Acquisition Line Community

ADM Craig S. Faller, USN (SW) - President  
\*VADM Thomas J. Moore, USN (ED/AP)  
\*RADM Shane G. Gahagan, USN (AED/AP)  
RDML Gary A. Mayes, USN (AV)  
\*RDML Carl P. Chebi, USN (AV/AP)  
\*RDML Paul T. Druggan, USN (SW/AP)  
\*RDML Edward L. Anderson, USN (SS/AP)  
\*\*RDML Yvette M. Davids, USN (SW)  
\*\*RDML John D. Spencer, USN (SS)

3. Information Warfare Community

ADM Craig S. Faller, USN (SW) - President  
VADM Brian B. Brown, USN (OCEANO)  
RADM Steven L. Parode, USN (IWC)  
RDML Gary A. Mayes, USN (AV)  
RDML Craig A. Clapperton, USN (AV/NFO)  
\*\*RDML Yvette M. Davids, USN (SW)  
RDML William E. Chase III, USN (IWC)  
RDML Michael a. Brookes, USN (IWC)  
\*RDML Edward L. Anderson, USN (SS/AP)

4. Foreign Expertise Community

ADM Craig S. Faller, USN (SW) - President  
RADM Steven L. Parode, USN (IWC)  
RADM Kelly A. Aeschbach, USN (IWC)  
RDML Gary A. Mayes, USN (AV)  
\*RDML Carl P. Chebi, USN (AV/AP)  
RDML James P. Waters III, USN (SS)  
\*\*RDML Yvette M. Davids, USN (SW)

5. Staff Corps (Dental Corps)

ADM Craig S. Faller, USN (SW) - President  
RADM Bruce L. Gillingham, SHCE, USN  
RADM Gayle D. Shaffer, SHCE, USN  
RDML Gary A. Mayes, USN (AV)  
\*\*RDML John D. Spencer, USN (SS)

6. Staff Corps (Nurse Corps)

ADM Craig S. Faller, USN (SW) - President  
RDML Tina A. Davidson, SHCE, USN  
RDML Gary A. Mayes, USN (AV)  
\*\*RDML John D. Spencer, USN (SS)  
RDML Darin K. Via, SHCE, USN

7. Staff Corps (Supply Corps)

ADM Craig S. Faller, USN (SW) - President  
\*RADM Peter G. Stamatopoulos, SC/AP, USN  
\*RDML John T. Palmer, SC/AP, USN  
RDML Gary A. Mayes, USN (AV)  
RDML Craig A. Clapperton, USN (AV/NFO)  
\*\*RDML Yvette M. Davids, USN (SW)  
\*\*RDML John D. Spencer, 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.