



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

OCT 25 2019

From: Secretary of the Navy
To: Presidents, FY-21 Navy Reserve 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
RESERVE ACTIVE-STATUS 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 Membership
(2) Board Recorders and Administrative Support

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, November 4, 2019, or as soon as practicable thereafter for the Unrestricted Line, Information Warfare, Dental Corps, Supply Corps and Chaplain Corps boards. The president and the officers listed in enclosure (1), under the Nurse Corps board are ordered to convene at the Navy Personnel Command, Millington, TN at 0800, Tuesday, November 5, 2019 or as soon as practicable for the Nurse Corps board.

b. The boards shall proceed in accordance with all guidance in this letter and the FY-21 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-21 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	4
Restricted Line	
Information Warfare Community	2

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COMPETITIVE CATEGORY

NUMBER TO SELECT

Staff Corps

Dental Corps	1
Nurse Corps	1
Supply Corps	1
Chaplain 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 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:

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(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 will be comprised of a mix of officers that have excelled in both traditional career paths and alternate career paths. You must consider the critical competency/skill sets developed by officers who have excelled in alternate career paths. Further, these boards are chartered 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 favorable 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.

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, 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), leadership development, 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 and achieving specialized skills as reflected in Additional Qualification Designator (AQD) codes and Navy Officer Billet Classifications (NOBCs) are significant career milestones.

(3) 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 in the grade of O-5 or above, have displayed superior performance in direct support of OCO or in Irregular

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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. URL Competency and Skill Guidelines. Per section 14107(b)(4) of title, 10 U.S. Code, 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 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 determining those URL officers who are best and fully qualified for promotion, the URL board should give strong consideration to those officers who possess the competencies and skills necessary to fill the FY-21 critical vacancies, as outlined in Table 1.

TABLE 1

GUIDELINES RELATING TO NAVY'S NEED FOR SELRES URL REAR ADMIRALS (LOWER HALF) WITH PARTICULAR COMPETENCIES AND SKILLS

FY-21 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Surface Warfare (1115)	1	Vacancy in O-7 1115 billet requires an experienced surface warfare officer with proven performance while assigned to significant leadership position(s) at a Navy or Joint command(s).

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11X5/13X5	3	Vacancies in URL billets require proven performance while assigned to significant leadership position(s) in support of a Navy or Joint command(s).
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5. **Information Warfare Community (IWC)**. The IWC promotion selection board shall apply the following guidelines relating to the Navy's need to fill an FY-21 vacancy. You shall apply these guidelines in conjunction with the best and fully qualified selection standard.

a. 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 serving in Major Command and Major Headquarters staff billets.

b. Proven performance in command and staff experience in a primary IWC designator with proven aptitude and experience in other IWC disciplines and/or other Warfare areas/domains. Must have in-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.

6. **Dental and Nurse Corps**. 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

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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 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 Naval shore establishment. Officers selected should have held command. In determining those officers best qualified for promotion, you are instructed that the needs of Navy Medicine and the Navy require that flag officers service in a broad spectrum of assignments requiring expertise in diverse functional areas. It should be noted that although there is not 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.

7. Supply Corps. The Supply Corps and Navy require flag officers to serve in a wide range of assignments requiring expertise in diverse functional areas. It is also important that joint experience be highly valued when selecting future Supply Corps flag officers. Officers selected for flag rank in the Supply Corps must have demonstrated clear ability to lead the Navy of the future. Future leaders of the Supply Corps should possess:

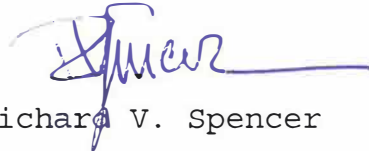
a. Demonstrated integrity and exceptional leadership skills and success at command or executive staff positions of equivalent responsibility.

b. Acknowledged leadership within one primary line of operation (supply chain management, contracting/financial management or operational logistics).

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c. Professional competence in senior staff roles in direct support of the Fleet and in other DoD organizations.

8. **Chaplain Corps.** The Chaplain Corps provides Sailors, Marines, Coast Guardsmen, and their families with the opportunity to practice their faith wherever they serve, and thereby increase their personal resilience. The officer selected must excel in delivering the core capabilities of providing religious ministry to those of their own faith, facilitating for those other faith traditions, caring for all personnel and providing relevant advice to commanders. The officer selected should also have demonstrated the ability to plan for mobilization readiness of the Reserve Component, Reserve support of active forces and for the broad delivery of those capabilities at the highest institutional level. The officer selected must have demonstrated exceptional managerial skill, sustained superior performance and professional competence in executive and senior staff billets, to include supervisory billets in complex operational environments and shore installation religious programs.

A handwritten signature in blue ink, appearing to read "Spencer", with a horizontal line extending to the right.

Richard V. Spencer