



THE SECRETARY OF THE NAVY  
WASHINGTON DC 20350-1000

SEP 23 2020

From: Secretary of the Navy  
To: President, FY-22 Active-Duty Rear Admiral (lower half)  
Line and Staff Corps Promotion Selection Boards

Subj: ORDER CONVENING THE FY-22 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-22 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, Tuesday, September 29, 2020, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-22 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-22 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	2
Human Resources	1
Information Warfare Community	2
<b>Staff Corps</b>	
Supply Corps	1
Civil Engineer Corps	1



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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 Department of Defense (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 Joint Professional Military Education (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.



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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, 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 (OSD), 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



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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.

(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



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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-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), 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 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, and
2. acquisition workforce

(b) Success in these assignments should be given special consideration. The statutory joint duty and acquisition



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workforce 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 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:



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(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 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. 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



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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.

**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-22 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-22 critical vacancies, as outlined below.

**TABLE 1  
GUIDELINES RELATING TO NAVY'S NEED FOR URL OFFICERS (NON-AP)  
WITH PARTICULAR COMPETENCIES AND SKILLS**

FY-22 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Surface Warfare (111X)	4	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)	2	Vacancies in 1120 O-7 billets require proven performance in major command. Exceptional knowledge in submarine warfare tactics, significant experience mentoring submarine commanding officers, and demonstrated performance overseeing submarine force generation and operations at the post-command level is required.



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FY-22 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. Significant experience mentoring submarine commanding officers with demonstrated performance as a senior flag/general officer or Secretary-level executive assistant/chief of staff/military assistant on the Joint Staff, OSD, and/or Fleet/TYCOM Commander staffs is required.
Special Warfare (113X)	2	Vacancies in 1130 O-7 joint billets require 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).
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	4	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 personnel management, budgeting, and/or requirements generation.



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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.

**TABLE 2  
GUIDELINES RELATING TO NAVY'S NEED FOR ACQ OFFICERS  
WITH PARTICULAR COMPETENCIES AND SKILLS**

FY-22 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Acquisition Workforce (13X0 or 1500)	2	Vacancies in O-7 billets requires broad-based technical, acquisition, and/or maintenance experience. Experience as a Major Program Manager of an ACAT I/II aviation acquisition program is required.

c. **Human Resources (HR)**. The Human Resources (HR) officer selected for promotion to rear admiral (lower half) will be part of the leadership team responsible for planning and executing SECNAV and CNO's workforce strategy and goals as well as the sizing, shaping, and stabilizing of the Total Force, with emphasis on developing and supporting Sailors, Navy civilians, and their families. Additionally, the officer will be expected to support the Navy and joint warfighting missions, and as such, must have knowledge, skills, and abilities in both Navy (active and reserve) and joint manpower, personnel, training, and education areas. The HR community is responsible for planning, programming, and the life-cycle management of the Navy's most valued resource -- people. CNO's focus on recruiting, training, and retaining a diverse, high-performing, and mission-focused force requires that the officer selected possess a balance of experience in HR core competencies, with recent experience within the MyNavy HR enterprise and familiarity with the changing operating model. In order to meet the complex challenges that face our Nation and the Navy, the officer selected needs extensive leadership and workforce management experience, including successful tours in major command and HR strategy, plans, and policy. The officer selected needs to be able to apply MyNavy HR expertise to improve policies, programs, and procedures to optimize HR services delivery. To take a



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leadership role in our aggressive efforts to streamline personnel processes, the officer must be an innovator, with proven ability to aggressively lead change and deliver results during critical implementation stages of the MyNavy HR transformation. Additionally, the officer will be expected to design HR services to optimize the experience for Sailors and their families while improving overall system performance, applying theory, principles, and data regarding the relationship between humans and respective technology. The officer selected should also have hands-on experience developing and implementing Sailor 2025 initiatives. To lead continued improvements in MyNavy HR business processes and establish cutting edge predictive analytics capabilities, a Master's Degree or higher in an HR-related field with demonstrated analytical skill is also valued.

d. **Information Warfare Community (IWC)**. The Navy needs two Information Warfare (IW) officers to fill critical FY-22 vacancies who are agile, flexible, and capable of leading across the broadest range of IW 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 IW 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 O-6 command, leadership in operationally challenging environments, and in post major command critical assignments. Specific requirements:

(1) The Navy needs one officer with proven experience in the application of operational and tactical meteorology and oceanography capabilities/effects in naval warfare. Flag officer required to serve as Commander, Naval Meteorology and Oceanography Command, and simultaneously as Oceanographer/Navigator of the Navy. Extensive experience and educational background in the science coupled with multiple operational tours in the meteorology and oceanography discipline are highly desired.

(2) The Navy needs one officer who is capable of leading and integrating a broad range of IW missions in Navy critical positions and in joint billets as a J2, J3, or J5.

e. **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



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future Supply Corps flag officers, the most fully qualified officers under consideration will be both JQO and acquisition workforce. In accordance with section 619a of title 10, U.S. Code and DoDI 1300.19, Supply Corps officers designated acquisition workforce may receive a technical waiver of the JQO requirement. Supply Corps officers not designated acquisition workforce are statutorily required to be JQO in order to be appointed to the grade of O-7. Future leaders of the Supply Corps should possess:

(1) Exceptional leadership skills with demonstrated integrity and success in O-6 command assignments.

(2) Acknowledged leadership within one principal Supply Corps competency (supply chain/business management, contracting, financial management/comptrollership, operations research, or theater logistics at the operational level of war), and experience in another.

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

f. **Civil Engineer Corps.** As the Navy's and Marine Corps' Civil Engineers, the CEC manages and directs the Navy's expeditionary engineering and infrastructure life-cycle efforts for the shore across the globe through all phases of military operations.

(1) Civil Engineer Corps billets develop four broad skill sets:

(a) Naval Construction Force and Expeditionary Leadership/Contingency-Theater Engineering;

(b) SYSCOM Technical Authorities for construction, facilities, real estate, and equipment acquisitions;

(c) Public Works Management; and

(d) Navy or Joint Staff.

(2) Service in Operational/Expeditionary units (Seabees, special warfare, U.S. Marine Corps, or other Navy Expeditionary Combat Command commands) develops contingency engineering expertise and tactical proficiencies; and service in Facilities Engineering Commands develops the Technical



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Acquisition Authorities and Public Works Management competencies. Staff assignments typically draw upon all four skill sets.

(3) Civil Engineer Corps officers are expected to develop competence in all four skill sets through ever-increasing job responsibility, attainment of professional qualifications, and command.

(4) Civil Engineer Corps officers are expected to earn a warfare qualification, be designated as a member of the acquisition workforce, and earn licensure as a Professional Engineer or Registered Architect.

(5) Civil Engineer Corps officers are expected to attain a Masters-level degree in engineering or architecture, construction management, or business management.

(6) Civil Engineer Corps officers may receive a scientific waiver and, as designated acquisition workforce, may receive a technical waiver, of the requirement to be designated JQO for selection to flag.

(7) Excellence in command of a Facilities Engineering Command, Seabee/Expeditionary Command, or other shore command at both the 05 and 06 level; Flag staff assignments, and proficiency in community matters are strong indicators of an officer's ability to meet the increased demands of community flag leadership positions.

  
Kenneth J. Braithwaite



**BOARD MEMBERSHIP  
FY-22 ACTIVE-DUTY NAVY  
REAR ADMIRAL (LOWER HALF) LINE AND STAFF  
PROMOTION SELECTION BOARDS**

1. Unrestricted Line

ADM Charles A. Richard, USN (SS) - President  
VADM Scott D. Conn, USN (AV)  
VADM Daryl L. Caudle, USN (SS)  
VADM Roy I. Kitchener, USN (SW)  
\*\*RADM John V. Fuller, USN (SW)  
RADM Hugh W. Howard III, USN (NSW)  
RADM Karl O. Thomas, USN (AV/NFO)  
RADM John F. Meier, USN (AV)  
RADM Jeffrey T. Jablon, USN (SS)  
RADM Donald D. Gabrielson, USN (SW)  
\*\*RADM Shoshana S. Chatfield, USN (AV)  
RADM Charles W. Rock, USN (SW)  
RADM Peter A. Garvin, USN (AV)

2. Acquisition Line Community

ADM Charles A. Richard, USN (SS) - President  
\*VADM Gordon D. Peters, USN (AED/AP)  
\*VADM Michael T. Moran, USN (AV/AP)  
\*VADM William J. Galinis, USN (ED/AP)  
\*\*RADM John V. Fuller, USN (SW)  
\*RADM Lorin C. Selby, USN (SS/AP)  
RADM John F. Meier, USN (AV)  
\*\*RADM Shoshana S. Chatfield, USN (AV)  
\*RDML Eric H. Ver Hage (SW/AP)

3. Human Resources

ADM Charles A. Richard, USN (SS) - President  
\*\*RADM John V. Fuller, USN (SW)  
RADM John F. Meier, USN (AV)  
RADM Donald D. Gabrielson, USN (SW)  
\*\*RADM Shoshana S. Chatfield, USN (AV)

4. Information Warfare Community

ADM Charles A. Richard, USN (SS) - President  
VADM Robert D. Sharp, USN (INTEL)  
RADM Kathleen M. Creighton, USN (IP)  
\*\*RADM John V. Fuller, USN (SW)  
\*RADM Lorin C. Selby, USN (SS/AP)  
RADM John F. Meier, USN (AV)  
\*\*RADM Shoshana S. Chatfield, USN (AV)  
RDML John A. Okon, USN (OCEANO)  
RDML Jeffrey S. Scheidt, USN (CW)



5. Staff Corps (Supply Corps)

ADM Charles A. Richard, USN (SS) - President  
\*VADM Michelle C. Skubic, USN, SC/AP  
\*\*RADM John V. Fuller, USN (SW)  
\*\*RADM Shoshana S. Chatfield, USN (AV)  
\*RDML Joseph D. Noble, Jr., USN, SC/AP

6. Staff Corps (Civil Engineer Corps)

ADM Charles A. Richard, USN (SS) - President  
RADM John F. Meier, USN (AV)  
RADM Donald D. Gabrielson, USN (SW)  
\*\*RADM Shoshana S. Chatfield, USN (AV)  
\*RDML Darius Banaji, USN, CEC/AP

\* Acquisition Corps Representative  
\*\* Joint Representative

Enclosure (1)



**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 Workforce Objective.** In accordance with 10 U.S.C. 1731, Acquisition (ACQ) Workforce officers are expected, as a group, to be promoted at a rate not less than the rate for all line officers, both in the zone (IZ) and below the zone (BZ), in the same grade.

**ACQ Workforce Rate  $\geq$  All Line Officers Selection Rate (IZ & BZ)**

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.