



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

OCT 11 2018

From: Secretary of the Navy
To: Presidents, FY-20 Navy Reserve Rear Admiral (lower half)
Line and Staff Corps Promotion Selection Boards

Subj: ORDER CONVENING THE FY-20 PROMOTION SELECTION BOARDS TO
CONSIDER OFFICERS IN THE LINE AND STAFF CORPS ON THE
RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PROMOTION TO
THE PERMANENT GRADE OF REAR ADMIRAL (LOWER HALF)

Ref: (a) FY-20 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 presidents and the personnel listed in enclosures (1) and (2), are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, Monday, October 15, 2018, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter and the FY-20 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-20 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 (URL) | 4 |
| URL Full-Time Support (FTS) | 2 |
| Restricted Line | |
| Engineering Duty | 1 |
| Public Affairs | 1 |
| Staff Corps | |
| Medical Corps | 1 |
| Medical Service Corps | 1 |
| Judge Advocate General's Corps | 1 |
| 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 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 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

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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 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.

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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, 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 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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4. **URL Competency and Skill Guidelines.** Per title 10 U.S. Code, section 14107(b)(4), the URL promotion selection board shall apply the following guidelines relating to the Navy's need to fill FY-20 critical vacancies with specified numbers of SELRES URL rear admirals (lower half) who possess the competencies and skills outlined in Table 1 and FTS URL rear admirals (lower half) in Table 2. 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-20 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-20 CRITICAL VACANCY | NUMBER OF OFFICER(S) NEEDED | COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY |
|------------------------|-----------------------------|--|
| Surface Warfare (1115) | 2 | Vacancies in O-7 1115 billets require an experienced surface warfare officer with proven performance while assigned to significant leadership position(s) at a Navy or Joint command(s). |
| 11X5/13X5 | 2 | Vacancies in URL billets require proven performance while assigned to significant leadership position(s) in support of a Navy or Joint command(s). |

TABLE 2

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

| FY-20 CRITICAL VACANCY | NUMBER OF OFFICER(S) NEEDED | COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY |
|------------------------|-----------------------------|--|
| Surface Warfare (1117) | 1 | Vacancies in O-7 1117 billets require an experienced surface warfare officer with proven performance while assigned to significant leadership position(s) at a Navy or Joint command(s). Additionally, officers should have significant command experience and a background in reserve management. |
| 11X7/13X7 | 1 | Vacancies in URL billets require proven performance while assigned to significant leadership position(s) in support of a Navy or Joint command(s). Additionally, officers should have significant command experience and a background in reserve management. |

5. **Engineering Duty Officer.** The Navy has a requirement for Reserve Engineering Duty Flag Officers with broad based technical and acquisition business experience with a proven record of flexibility, innovation, and change leadership. Relevant civilian experience should also be considered. Specific experience required includes: Program Management, Systems Engineering, Design and Acquisition of Command, Control, Communications, Computers and Information (C4I) Technology, with an emphasis on Cyber Engineering and Cyber Defense.

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Systems Command, Defense Logistics Agency, U.S. Transportation Command, etc.) which support them.

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

(3) Exceptional community leadership skills with demonstrated integrity and success in command.

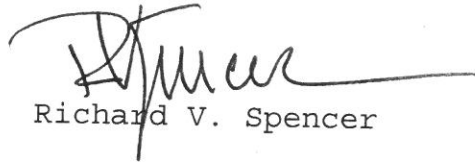
b. The Supply Corps and Navy require that Flag Officers serve in a broad spectrum of assignments requiring expertise in diverse functional areas. Contracting, supply chain management, and operational logistics experience in direct support of deployed or fleet forces particularly desirable. It is also important that joint experience be valued highly when selecting future Supply Corps Flag Officers.

9. Civil Engineer Corps (CEC). As the Navy's shore installation and expeditionary engineers, senior CEC officers should display sustained superior performance and leadership in the three CEC core competencies - Facilities Management and Acquisition; Seabees/Naval Construction Force Units; and fleet/COCOM/Joint support. The best qualified officers shall demonstrate successful leadership tours with proven ability to lead people and organizations in tough and challenging environments. CEC officers must demonstrate leadership experience in overseas contingencies, assigned to an operational unit or as an individual augmentee working in humanitarian assistance/disaster response, and/or theater security cooperation program operations. The Navy requires CEC leaders with exceptionally high professional engineering and business competence. Senior officers should be a Registered Professional Engineer (AQD: 951) or Registered Architect (AQD: 952). JPME, along with other technical/professional certifications and/or master's degrees, are highly valued. Reserve Component officers may not have the opportunity to complete the acquisition certifications expected of the active component, but those qualifications (AQD: AC3/2 and APM) are valued.

10. Medical and Medical Service Corps. Navy Medicine needs leaders with knowledge and significant recent experience in a variety of settings including operational medicine and current

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peacetime health care delivery initiatives. Additional experience in Joint Medical operations is valued. The Navy requires officers who have the energy to create and communicate the organization's vision, as well as build and motivate teams to accomplish that vision. They must understand and use best business tools and clinical practices in managing our military population's health. They must possess broad knowledge in the support of the operating forces as well as acknowledged leadership within their specialty. Those selected must have demonstrated exceptional managerial skill and professional competence in executive and staff roles both in support of the fleet and within the Naval shore establishment. Although there is no set career path for upward mobility, those you select will be placed in positions that require broad military and medical perspectives beyond the Department of the Navy.



Richard V. Spencer

BOARD MEMBERSHIP
FY-20 NAVY RESERVE
REAR ADMIRAL (LOWER HALF) LINE AND STAFF
PROMOTION SELECTION BOARDS

1. Unrestricted Line

VADM Luke M. McCollum, USNR (SW) - President
RADM Mark J. Fung, CEC, USNR
RADM Alan D. Beal, USNR (AV)
RDML William G. Mager, USNR (AV)
RDML Scott D. Jones, USNR (AV)
RDML Shawn E. Duane, USNR (AV)
RDML John B. Mustin, USNR (SW)
RDML Eugene A. Burcher, USNR (SS)
RDML Joey B. Dodgen, USNR (SW)
RDML William J. Houston, USN (SS)
RDML Robert T. Clark, USNR (AV/NFO)
RDML Nancy S. Lacore, USNR (AV)
RDML Theodore P. LeClair, USNR (SW)

2. Unrestricted Line (Full-Time Support)

VADM Luke M. McCollum, USNR (SW) - President
RADM Mark J. Fung, CEC, USNR
RADM Alan D. Beal, USNR (AV)
RDML William G. Mager, USNR (AV)
RDML Scott D. Jones, USNR (AV)
RDML Shawn E. Duane, USNR (AV)
RDML John B. Mustin, USNR (SW)
RDML Eugene A. Burcher, USNR (SS)
RDML Joey B. Dodgen, USNR (SW)
RDML William J. Houston, USN (SS)
RDML Robert T. Clark, USNR (AV/NFO)
RDML Nancy S. Lacore, USNR (AV)
RDML Theodore P. LeClair, USNR (SW)

3. Engineering Duty Officer

4. Public Affairs Officer

VADM Luke M. McCollum, USNR (SW) - President
RADM Mark J. Fung, CEC, USNR
RDML Robert T. Durand, USNR (PAO)
RDML William J. Houston, USN (SS)
RDML Nancy S. Lacore, USNR (AV)

5. Medical Corps

VADM Luke M. McCollum, USNR (SW) - President
RADM Mark J. Fung, CEC, USNR
RADM Alan D. Beal, USNR (AV)
RADM Mary C. Riggs, SHCE, USNR
RDML Mark E. Bipes, SHCE, USNR
RDML Louis C. Tripoli, SHCE, USNR
RDML William J. Houston, USN (SS)

6. Medical Service Corps

VADM Luke M. McCollum, USNR (SW) - President
RADM Brian S. Pecha, SHCE, USNR
RADM Mark J. Fung, CEC, USNR
RADM Alan D. Beal, USNR (AV)
RADM Mary C. Riggs, SHCE, USNR
RDML Mark E. Bipes, SHCE, USNR
RDML William J. Houston, USN (SS)

7. Judge Advocate General's Corps

VADM Luke M. McCollum, USNR (SW) - President
RADM Mark J. Fung, CEC, USNR
RDML Carol M. Lynch, JAGC, USNR
RDML Shawn E. Duane, USNR (AV)
RDML William J. Houston, USN (SS)

8. Supply Corps

VADM Luke M. McCollum, USNR (SW) - President
RADM Mark J. Fung, CEC, USNR
RDML Shawn E. Duane, USNR (AV)
RDML Jacquelyn McClelland, SC, USNR
RDML William J. Houston, USN (SS)

9. Civil Engineering Corps

VADM Luke M. McCollum, USNR (SW) - President
RADM Mark J. Fung, CEC, USNR
RADM Alan D. Beal, USNR (AV)
RDML William J. Houston, USN (SS)
RDML Nancy S. Lacore, USNR (AV)