



THE SECRETARY OF THE NAVY

WASHINGTON DC 20350-1000

SEP - 1 2022

From: Secretary of the Navy  
To: President, FY-24 Active-Duty Rear Admiral Line and Staff  
Corps Promotion Selection Boards

Subj: ORDER CONVENING THE FY 24 PROMOTION SELECTION BOARDS TO  
CONSIDER OFFICERS IN THE LINE AND STAFF CORPS ON THE  
ACTIVE-DUTY LIST OF THE NAVY FOR PERMANENT PROMOTION TO  
THE GRADE OF REAR ADMIRAL

Ref: (a) FY-24 Active-Duty and Reserve Navy Flag Officer  
Promotion Selection Board Precept

Encl: (1) Board Members  
(2) Board Recorders and Administrative Support  
(3) Statutory and Regulatory Promotion Objectives

1. Date and Location

a. The promotion selection boards, consisting of you as president and the officers and individuals listed in enclosures (1) and (2), are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, Monday, September 19, 2022, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-24 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-24 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>	15
<b>Restricted Line</b>	
Acquisition Line Community	3
Information Warfare Community	2
<b>Staff Corps</b>	
Senior Health Care Executive	1
Supply 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 should show a readiness for leading and solving problems at larger and larger scales.

(a) Their performance must reflect Navy core values: Honor, accountability for my behavior, mindful of the privilege to serve my fellow Americans; Courage, the moral and mental strength to do what is right, with confidence and resolution even in the face of temptation or adversity; and Commitment, joining together as a team to improve the quality of our work, our people, and ourselves.

(b) Upon this foundation of Navy core values, they must show a mindset of continuous self-improvement, a desire to Get Real and Get Better every day. This includes the ability to: Self-Assess, to be absolutely honest, humble and transparent in determining the actual performance of themselves and their teams; Self-Correct, to apply problem solving frameworks to pursue root cause and solve Navy's hardest problems in a lasting way; and Always Learn, to pursue knowledge and apply learning from diverse sources in order to make themselves and their teams better.

(c) In applying this mindset, they must demonstrate an ability to build teams and rapidly collaborate across diverse organizations to solve problems and achieve lasting outcomes. In doing so, they will model the belief that our people and culture are the Navy's asymmetric advantage, showing dignity and respect for everyone, regardless of background or rank. In addition, they will measure themselves by creating opportunities to remove barriers to individual, team, and Navy warfighting excellence.

(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

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effectively retaining the right quality and quantity of  
performance-proven personnel.

b. **Best Qualified.** Among the fully qualified officers, you must recommend for promotion the best qualified officers within their respective competitive category. The following core considerations should guide your recommendations. Members assigned to brief individual records are expected to use these considerations to guide the review and structure of their briefs. Each board member is expected to apply this guidance when deliberating and voting. Considerations are:

(1) **Proven and Sustained Performance**

(a) You are statutorily required to pick the best officers. Proven and sustained superior performance in command and leadership positions in difficult and challenging assignments, including those in the diplomatic/foreign service arena, is the ultimate test of fitness for promotion. This is the number one factor that should guide your recommendations.

(b) Command, whether at sea or ashore, is fundamentally about preparing for and leading in combat. You should select those officers who seize absolute ownership of their assigned mission and all that goes into its accomplishment. A command's mission is absolutely essential to the Navy's ability to fight and win. Look for those officers who imbue this belief in their team. Look for those who take fierce pride in this obligation. Select the Commanders who are the example their team reflects and those that embody humility, selflessness, and complete transparency.

(c) You must consider that the future Navy and joint force leadership will be comprised of a mix of officers who 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. You must seek those officers who have been relentless in building a culture of the highest character... a tough, resilient team that wins. Our nation needs and expects their Navy to remain above reproach, as a force they can admire and rely upon. 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

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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. Seek those officers who think strategically and acknowledge the value of every Sailor and civilian. Seek those who take care of themselves and their families, embrace diversity of thought and background, and foster inclusion and connectedness. Seek those who always do the right thing, especially when it is hard. Consider those who keep close watch on their own mental, physical, and emotional health, and the health of those they lead.

(d) 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.

(e) 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.

(f) 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. 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**

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(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 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 Workforce

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

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our decisions and actions: integrity, accountability, initiative, and toughness. Integrity may be demonstrated as an individual or as a team member, when an officer displays conduct that is upright and honorable, and who works to strengthen the resolve of their peers, superiors, and subordinates. Accountability may be demonstrated by achieving and maintaining high standards, honestly assessing progress, and adjusting as required. Officers demonstrate initiative by taking ownership, acting to the limit of their authorities, and looking at new ideas with an open mind. Toughness can mean marshalling all sources of strength and resilience, including rigorous training, encouraging the fighting spirit of our people, and providing steadfast support to our families. Officers who demonstrate these core attributes ensure the U.S. Navy remains the world's finest Navy and deserve your careful consideration when selecting officers who are best and fully qualified.

#### 4. EQUAL OPPORTUNITY GUIDANCE

a. Diversity is the strength of Our Nation. The Navy benefits when we capitalize on the diverse experience, perspective, innovative spirit, background, and ideas in our ranks. Diversity is not founded on statistics, percentages, or quotas. Diversity is about achieving peak performance. Our Navy should draw upon the entire possible set of talents and backgrounds to maximize our warfighting capability, innovate to address new threats and challenges, and take advantage of emergent opportunities.

b. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, or national origin. Discrimination on any of these bases is contrary to the Department's core values of honor, courage, and commitment. The Navy strives to maintain a professional working environment in which an individual's race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, or national origin will not limit his or her professional opportunities. Accordingly, within this board's charter to determine the officers who are "best and fully qualified," you must ensure that officers of every race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, and national origin are given fair and equitable consideration.

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c. Your evaluation of all officers must be fair and equitable. You should be particularly vigilant in your evaluation of records to take care that no officer's promotion opportunity is disadvantaged by service utilization policies or practices. You should evaluate each officer's potential to assume the responsibilities of the next higher grade, including his or her ability to successfully lead a diverse organization, the overriding factor being performance of assigned duties.

d. Impermissible Considerations. Promotion boards are prohibited from considering the following:

(1) The marital status, civilian employment, religion, or volunteer service of an officer;

(2) Any information regarding an officer's spouse, including, but not limited to, civilian or military employment, education, race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, national origin, and volunteer service;

(3) An officer's previous decision to opt out of a promotion selection board; and

(4) An officer's previous participation in the Career Intermission Program.

e. The Navy has assigned some officers outside of traditional career development patterns, e.g., institutional instructors, diversity officers, recruiting, and equal opportunity billets. These assignments, though greatly beneficial to the Navy, may have foreclosed to the officers so assigned opportunities available to other officers. In addition, other utilization policies or practices, such as those based on statutory restrictions on the assignment of women, may have had an effect on career opportunities. Such assignment practices should not prejudice the selection of these men and women for promotion; to do so may deny the Navy the diversity of talent, background, and experience we should seek and which is necessary for sustained success in our changing world. Successful performance of duties assigned is the key in measuring an officer's potential for promotion; duty performed well by men and women affected by such utilization policies or practices should be given weight equal to duty performed well by an officer not affected by such policies or practices.

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f. This guidance shall not be interpreted as requiring or permitting preferential treatment of any officer or group of officers on the grounds of race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, or national origin.

5. **Competency and Skill Guidelines (URL/RL/Staff Corps)**. Per title 10, U.S. Code, section 615(b)(4), all promotion selection boards convened by this order to consider eligible officers in the URL, RL, and Staff Corps shall apply the following guidelines relating to Navy's need for rear admirals who possess the competencies and skills indicated.

a. The Navy must continue to develop leaders who possess the competency/skill areas listed in order of significance below. Give due consideration to demonstrated performance and expertise in these areas.

(1) Experience in warfare areas of undersea warfare, air and missile defense, and cyber.

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

(3) Operational Analysis. Senior Navy leaders must be able to fully leverage analyses and assessments to inform complex decisions involving substantial resources. Understanding and using big data analytics, statistical analysis, and optimization tools to improve Navy execution and drive stronger outcomes is fundamentally important to flag officer decision-making. Operational analysis experience in senior flag billets is a key element for driving improved Navy decision making, valuation, and the assessments that underpin



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Navy positions. Accordingly, in your deliberations you should favorably consider those officers who have proven themselves in the area of operational analysis.

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

(5) Indo-Pacific Area Expertise Considerations

(a) As indicated in the National Defense Strategy, China is leveraging military modernization and predatory economics to coerce neighboring countries to reorder the Indo-Pacific region to their advantage. As China continues to seek economic and military ascendance, it will continue to pursue a military modernization program that tries to displace the United States to achieve global preeminence in the future.

(b) Recognizing this challenge to U.S. national security interests, special consideration shall be given to officers who have excelled in their knowledge of the political-military affairs and U.S. strategic interests in the Indo-Pacific region.

**b. Direct Support of Overseas Contingency Operations (OCO) and Irregular Warfare.** The board should give favorable consideration to those officers who, while serving in the grade of O-6 or above, have displayed superior performance in a leadership role while serving in direct support of OCO or in irregular warfare assignments, in particular those assignments that are extraordinarily arduous or which involve significantly heightened personal risk. These individuals are developing valuable combat and nation-building skills under stressful conditions. Such assignments may not be typical of the officer's traditional community career path and the officer may be rated by a reporting senior unfamiliar with the officer's specialty and the Navy fitness report system.

## **6. 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-24 critical vacancies with specified numbers of URL officers who possess the competencies and skills outlined in Table 1. In most cases, critical vacancies are identified in the tables by officer designators, which themselves reflect the particular

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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-24 critical vacancies, as outlined below.

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

<b>FY-24 CRITICAL VACANCY</b>	<b>NUMBER OF OFFICER(S) NEEDED</b>	<b>COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY</b>
Surface Warfare (111X)	3	Vacancies in O-8 1110 billets require officers who are or will be assigned as a strike group commander (operational/training strike group) or task force commander, experience in material and operational readiness and working knowledge of the budgeting and programming process. Successful flag tour on a major staff or as a task force commander is desired.
Submarine Warfare (112X)	1	Vacancy in O-8 1120 billet requires an officer who is or will be assigned as a submarine group commander, undersea task force commander, or other task force commander with proven knowledge of integrated undersea operations, doctrine, and readiness generation. Successful flag tour on a major staff or as a task force commander is desired.
Special Warfare (113X)	1	Vacancy in O-8 1130 billet requires performance in joint or Navy flag command assignment. Commanding knowledge of special warfare missions, tactics, joint force capabilities is required. Knowledge of the budgeting,

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		programming, and acquisition process is desired.
Naval Aviator/Naval Flight Officer (13XX)	4	Vacancies in O-8 1310/1320 billets require officers who are or will be assigned as a strike group commander (operational/training strike group), maritime patrol and reconnaissance group commander (unique P-3/P-8 billet), or task force commander, as well as strong tactical aviation and/or operational readiness experience and working knowledge of the budgeting and programming process. Successful flag tour on a major staff or as a task force commander is desired.
11XX/13XX	4	Vacancies in URL O-8 billets require successful flag tour on a major staff or as a task force commander, giving favorable consideration for effectual performance in budgeting, programming, requirements generation, cyberspace, space, information warfare, and/or strategic mission.
11XX/13XX	1	Vacancy in URL O-8 billet requires successful flag tour on a major staff or as a task force commander with experience in Space, Cyberspace, and/or Information Operations.
Region Commander	1	Proven performance in command of a Navy region.

b. **Acquisition Line Community (ACQ)**. The Navy has requirements for acquisition line flag officers with broad-based technical and acquisition business experience and proven records of flexibility, innovation, and change leadership. In the context of best and fully qualified, the needs of the Navy require officers with proven capacity for leadership and the competencies and skills identified in Table 2. The acquisition cadre benefits from both the extensive acquisition and maintenance expertise of the Engineering Duty (ED/1440) and Aviation Engineering Duty (AED/1500) communities and the operational experience of acquisition professionals who have commanded aircraft, ships and submarines (AV/AP/13XX, SW/AP/1110, SS/AP/1120). The board should take both of these

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diverse career paths into account as well as overall balance of the acquisition cadre when making their selection.

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

<b>FY-24 CRITICAL VACANCY</b>	<b>NUMBER OF OFFICER(S) NEEDED</b>	<b>COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY</b>
Acquisition Corps (1XX0/1440/1500)	1	Vacancy in O-8 billet requires in-depth understanding of major surface ship system program management with demonstrated experience in successful large industry contract management, complex system development, acquisition and sustainment of widely deployed systems.
Acquisition Corps (1XX0/1440/1500)	1	Vacancy in O-8 billet requires in-depth understanding of major aviation, weapons, and network systems program management with demonstrated experience in successful large industry contract management, complex system development, acquisition and sustainment of widely deployed systems.
Acquisition Corps (1XX0/1440/1500)	1	Vacancy in O-8 billet requires in-depth understanding of major system program management with demonstrated experience in successful large industry contract management, complex system development and support of widely deployed systems. In-depth business acumen, innovative problem solving, technical expertise, and understanding of emerging technologies is especially desired.

c. **Information Warfare Community.** The Navy requires two officers who are agile, flexible and capable of leading across the broadest range of Information Warfare disciplines while

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supporting the application of joint and/or naval task forces in military and IW operations worldwide. The officers will be required to fill Joint/Navy positions that require expert knowledge in network operations and/or cyber effects missions. The selected officers need to have high potential to compete for O-9 positions.

d. **Senior Health Care Executive.** The Navy requires a Senior Health Care Executive (SHCE) O-8 officer possessing exceptional leadership ability and intellectual capacity to lead Navy Medicine in dynamic and rapidly evolving military medicine operations. As such, board members should view an officer's performance in leadership assignments as an indicator of their ability to serve as a SHCE flag officer. In making your determination, give strong consideration to those officers who have demonstrated success in O-7 assignments that include command and leadership in challenging environments. Critical assignments may include major Headquarter tours as regional commanders or OPNAV, BUMED, and DHA staffs. 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, including joint operating billets. 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.

e. **Supply Corps.** The Supply Corps and Navy require flag officers to serve in a broad spectrum of assignments requiring expertise in OPNAV, Navy fleet, force generation, and diverse functional areas. While there is no set career path for upward mobility, the flag officer you select will be placed in positions that require broad military perspectives. The flag officer selected must be able to perform effectively and contribute at the highest levels of government in Navy and joint assignments to drive operational sustainment and end-to-end supply chain integration reform; and have clear potential to serve as Commander, Naval Supply Systems Command and Chief of the Supply Corps.



Carlos Del Toro

**BOARD MEMBERSHIP  
FY-24 ACTIVE-DUTY NAVY  
REAR ADMIRAL LINE AND STAFF  
PROMOTION SELECTION BOARDS**

1. Unrestricted Line

\*\*ADM Daryl L. Caudle, USN (SS) - President  
VADM Ricky L. Williamson, USN (SW)  
VADM Randy B. Crites, USN (SS)  
\*VADM Michelle C. Skubic, SC/AP, USN  
VADM Roy L. Kitchener, USN (SW)  
VADM Kenneth R. Whitesell, USN (AV/NFO)  
VADM Kelly A. Aeschbach, USN (IWC)  
\*VADM Francis D. Morley, USN (AV/AP)  
VADM Sara A. Joyner, USN (AV)  
RADM John B. Skillman, USN (SW)  
RADM John F. Meier, USN (AV)  
RADM Shoshana S. Chatfield, USN (AV)  
RADM Alvin Holsey, USN (AV)  
RADM Paul J. Schlise, USN (SW)  
\*RADM David A. Goggins, USN (ED/AP)  
\*\*RADM Leonard C. Dollaga, USN (SS)  
RADM Keith B. Davids, USN (NSW)

2. Acquisition Line Community

\*\*ADM Daryl L. Caudle, USN (SS) - President  
\*VADM Michelle C. Skubic, SC/AP, USN  
VADM Kelly A. Aeschbach, USN (IWC)  
\*VADM Francis D. Morley, USN (AV/AP)  
VADM Sara A. Joyner, USN (AV)  
RADM Alvin Holsey, USN (AV)  
RADM Paul J. Schlise, USN (SW)  
\*RADM David A. Goggins, USN (ED/AP)  
\*\*RADM Leonard C. Dollaga, USN (SS)

3. Information Warfare Community

\*\*ADM Daryl L. Caudle, USN (SS) - President  
\*VADM Michelle C. Skubic, SC/AP, USN  
VADM Frank D. Whitworth III, USN (IWC)  
VADM Sara A. Joyner, USN (AV)  
RADM John B. Skillman, USN (SW)  
RADM Shoshana S. Chatfield, USN (AV)  
RADM Alvin Holsey, USN (AV)  
\*RADM David A. Goggins, USN (ED/AP)  
\*\*RADM Leonard C. Dollaga, USN (SS)

4. Senior Health Care Executive

\*\*ADM Daryl L. Caudle, USN (SS) - President  
\*VADM Michelle C. Skubic, SC/AP, USN

VADM Kelly A. Aeschbach, USN (IWC)  
RADM Bruce L. Gillingham, SHCE, USN  
RADM Alvin Holsey, USN (AV)  
\*RADM David A. Goggins, USN (ED/AP)  
\*\*RADM Leonard C. Dollaga, USN (SS)

5. Staff Corps (Supply Corps)

\*\*ADM Daryl L. Caudle, USN (SS) - President  
\*VADM Michelle C. Skubic, SC/AP, USN  
VADM Kelly A. Aeschbach, USN (IWC)  
\*RADM David A. Goggins, USN (ED/AP)  
RADM Alvin Holsey, USN (AV)  
RADM Paul J. Schlise, USN (SW)  
\*\*RADM Leonard C. Dollaga, USN (SS)

\* 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 on, or have served on, Navy Headquarters staff; and,

**JS Rate  $\geq$  HQ Rate of Selection**

b. Officers in the grades of lieutenant commander or 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 (or the equivalent) officers (both in-zone (IZ) and below-zone (BZ)) in the same grade.

**ACQ Workforce Rate  $\geq$  All Line (or Equivalent) 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 their last promotion board, on the staff of the Secretary of Defense 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 who are serving, or who have served since their last promotion board, on the Navy Headquarters staff.

**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.