



THE SECRETARY OF THE NAVY  
WASHINGTON DC 20350-1000

OCT 14 2015

From: Secretary of the Navy  
To: Presidents, FY-17 Active-Duty Rear Admiral Line and Staff  
Corps Promotion Selection Boards

Subj: ORDER CONVENING THE FY-17 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-17 Active-Duty and Reserve Navy Flag Officer  
Promotion Selection Board Precept

Encl: (1) Board Membership  
(2) Statutory and Regulatory Promotion Objectives

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, Wednesday, October 21, 2015, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-17 Active-Duty and Reserve Navy Flag Officer Promotion Selection Board Precept, reference (a), and Statutory and Regulatory Promotion Objectives, enclosure (2).

2. Promotion Board Authorized Selections. The zones for selection to flag have been set forth in the FY-17 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>	13
<b>Restricted Line</b>	
Engineering Duty Officer	1
Aerospace Engineering Duty Officer	1
Information Dominance Corps	1
<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 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 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

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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, this board's charter is to select the future leadership of the Navy. Superior leadership skills may be developed in a variety of assignments, and may be found across the Navy from various communities, platforms, and career paths. There are no expectations that flag officers must be selected from only certain communities or platform assignments. Your challenge is to look broadly across the Navy without regard to community, platform, or career path to select the best qualified officers to serve as the future leaders of the Navy.

(c) Our dynamic Navy requires equal consideration to those who have served in non-traditional, combat-related, nation-building roles. Successful performance and leadership in combat conditions demonstrate exceptional promotion potential and should be given special consideration.

(d) You should also consider for promotion those men and women possessing the education, experience, and language skills that help improve the Navy's gender and cultural awareness and those who demonstrate mentoring skills that enhance the professional development of the Navy's future male and female leaders and the wide and varied diversity of the Navy.

(e) A critical goal of the Navy is to encourage -- to demand -- innovation and efficiency to ensure that we retain an adaptive, flexible, and effective naval force able to anticipate events and win across the spectrum of conflict. In your consideration, recognize that the continued preeminence of the Navy in the future is inextricably linked to its ability to successfully change and to manage for efficiency. Our future 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 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 in subspecialty tours and achieving specialized skills as reflected in Additional Qualification Designator (AQD) codes are significant career milestones.

**(3) Statutory Promotion Objectives**

(a) The following competency/skill sets are of such great importance to the Navy's future operational requirements that there are specific statutory goals associated with each:

1. Joint Duty
2. Acquisition Corps

(b) Success in these assignments should be given special consideration. The statutory joint duty and acquisition corps objectives, which are delineated in enclosure (2), 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

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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. 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) Operational Analysis;

(3) 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 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.

5. Unrestricted Line Competency and Skill Guidelines. 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-17 critical vacancies with specified numbers of URL officers who possess the competencies and skills outlined in Table 1, and the Acquisition Professional (AP)

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competencies and skills outlined in paragraph 5a and Table 2. 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-17 critical vacancies, as outlined below.

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

FY-17 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
<b>Unrestricted Line</b>		
Surface Warfare (111X)	1	(1) Vacancy in 1110 08 billet requires proven performance as a Strike Group Commander (either operational or training strike group), experience in material and operational readiness, and knowledge of the budgeting and programming process. Successful tour on a major Navy staff or Joint command is desired.
Submarine Warfare (112X)	1	(1) Vacancy in 1120 08 billet requires proven performance as a Submarine Group Commander and knowledge of the budgeting and programming process. Successful tour on a major Navy staff or Joint command is desired.

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Special Warfare (113X)	1	(1) Vacancy in 1130 08 billet requires proven performance in joint assignments, special warfare missions, tactics, operational capabilities and knowledge of the budgeting and programming process is desired.
Naval Aviator/Naval Flight Officer (13XX)	1	(1) Vacancy in 1310/1320 08 billet requires proven performance as a Strike Group Commander (either operational or training strike group), strong tactical aviation experience, operational readiness and working knowledge of the budgeting and programming process. Successful tour on a major Navy staff or Joint command is desired.
111X/112X/13XX	7	(7) Vacancies in 1110/1120/1310/1320 08 billets require proven performance in command and/or successful tour on a major Navy staff or Joint command. Extensive experience and a broad background in all aspects of Naval Warfare, i.e., surface, sub-surface, air, mine, amphibious and logistics is desired.
111X/112X/13XX	1	(1) Vacancy in 1110/1120/1310/1320 08 billet requires experience with the Planning, Programming, Budgeting and Execution process and/or successful tour in resourcing/programming.

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a. Acquisition Professionals. In the context of best and fully qualified, the Navy needs to fill an FY-17 critical vacancy with the specific competencies and skills listed in Table 2, and the following additional guidelines. Officers in the URL AP possess the requisite qualifications to manage the development, acquisition, and life cycle support of the Navy's current and future platforms and associated systems. Assignments given to these officers may have resulted in a career pattern different from officers who have served exclusively in their primary specialty. In making your determination of those officers who are best qualified for promotion, you must view the AP officer's assignments as having the same value as assignments within their primary specialty. In view of the critical qualifications possessed by AP officers, and in accordance with Title 10, U.S. Code, section 1731, it is expected that these officers, as a group, will be promoted at a rate not less than the rate for all line officers in the same grade.

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

FY-17 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Acquisition Corps 13XX	1	(1) Vacancy in 1310/1320 AP O8 billet requires proven performance in aviation program development, procurement and test. Experience in leading large organizations and managing complex programs is particularly desired.

6. Restricted Line Competency and Skill Guidelines

a. Engineering Duty Officer. The Navy has a requirement for a senior Engineering Duty Officer with broad based experience in fleet support and systems acquisition. Officers particularly needed are those with a record of demonstrated leadership and in-depth experience in fleet maintenance, direct

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fleet support, shipbuilding and program management. Significant experience in ship production, procurement and sustainment is particularly desired.

b. Aerospace Engineering Duty Officer. The Navy has a requirement for a senior Aerospace Engineering Duty Officer with broad based experience in fleet support and systems acquisition. Officers particularly needed possess in-depth experience in development, procurement and sustainment of complex C4I systems for ships, submarines, aircraft and shore stations. Significant experience in space systems is highly valued.

c. Information Dominance Corps (IDC). Select from the Information Dominance Corps the best and most fully qualified Flag Officer. In FY-17, the Navy has requirements for one flag officer who is best qualified to be assigned to positions in the Navy or the joint community. The Navy needs an officer who is agile, flexible and fully capable of leading across the range of Navy and joint functions in Navy Information Warfare and Intelligence. The board will make every effort to consider the needs of the Navy for an officer with these particular skills when determining the officer who is best and fully qualified for promotion.

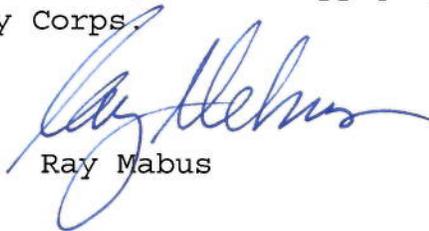
## 7. Staff Corps Competency and Skill Guidelines

a. Senior Health Care Executive. 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. Duty or service in combined or other staff positions at the senior levels of government should also be considered favorably. 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 and motivate teams to accomplish that vision. Our 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. Our Naval leadership must be drawn from those officers who clearly understand Navy Medicine's obligation in ensuring success of and demonstrate the capacity to meet the challenges of our commitment to

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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 acknowledged leadership within their specialty. Likewise, the officer selected must have demonstrated exceptional managerial skills and professional competence in executive and staff roles both in support of the fleet and within the Naval shore establishment. In determining those officers best qualified for promotion, you are instructed that the needs of Navy Medicine and the Navy require that flag officers serve in a broad spectrum of assignments requiring expertise in diverse functional areas. It should be noted that although there is no set career path for upward mobility, the officer 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.

b. Supply Corps. The Supply Corps and Navy require flag officers to serve in a broad spectrum of assignments requiring expertise in diverse functional areas that include significant logistics experience across multiple geographic regions and theaters of operation in support of the warfighter. Additionally, officers should have the highest moral character, command experience and expertise with OPNAV and Joint processes. The flag officer selected must be able to perform effectively and contribute at the highest levels of government, and have clear potential to serve as Commander, Naval Supply Systems Command and Chief of the Supply Corps.



Ray Mabus

**BOARD MEMBERSHIP  
FY-17 ACTIVE-DUTY NAVY  
REAR ADMIRAL LINE AND STAFF  
PROMOTION SELECTION BOARDS**

1. Unrestricted Line

ADM Philip S. Davidson, USN (SW) - President  
VADM Kurt W. Tidd, USN (SW)  
VADM Troy M. Shoemaker, USN (AV)  
VADM Joseph E. Tofalo, USN (SS)  
\*\*RADM Margaret D. Klein, USN (AV)  
RADM William K. Lescher, USN (AV)  
RADM Frank A. Morneau, USN (EOD)  
RADM Phillip G. Sawyer, USN (SS)  
\*RADM David J. Gale, USN (SW/AP)  
RADM Philip G. Howe, USN (NSW)  
RADM Sean S. Buck, USN (AV/NFO)  
RADM Michael M. Gilday, USN (SW)  
\*\*RADM Dietrich H. Kuhlmann III, USN (SS)  
RADM Victorino G. Mercado, USN (SW)  
\*RADM Mark W. Darrah, USN (AV/NFO/AP)  
RADM DeWolfe H. Miller, USN (AV)  
\*RADM(S) Michael E. Jabaley, Jr., USN (SS/AP)

2. Engineering Duty Officer

\*VADM Jan E. Tighe, USN (IW/AP) - President  
\*RADM Richard D. Berkey, USN (ED/AP)  
RADM Sean S. Buck, USN (AV/NFO)  
\*\*RADM Dietrich H. Kuhlmann III, USN (SS)  
RADM Victorino G. Mercado, USN (SW)

3. Aerospace Engineering Duty Officer

VADM Troy M. Shoemaker, USN (AV) - President  
\*\*RADM Margaret D. Klein, USN (AV)  
\*RADM Randolph L. Mahr, USN (AED/AP)  
\*\*RADM Dietrich H. Kuhlmann III, USN (SS)  
RADM Victorino G. Mercado, USN (SW)

4. Information Dominance Corps

\*VADM Jan E. Tighe, USN (IW/AP) - President  
\*\*RADM Margaret D. Klein, USN (AV)  
RADM Sean S. Buck, USN (AV/NFO)  
\*\*RADM Dietrich H. Kuhlmann III, USN (SS)  
RADM Victorino G. Mercado, USN (SW)

5. Senior Health Care Executive

VADM Troy M. Shoemaker, USN (AV) - President  
\*\*RADM Margaret D. Klein, USN (AV)  
RADM Raquel C. Bono, USN (SHCE)  
\*\*RADM Dietrich H. Kuhlmann III, USN (SS)  
RADM Victorino G. Mercado, USN (SW)

6. Supply Corps

VADM Troy M. Shoemaker, USN (AV) - President  
\*\*RADM Margaret D. Klein, USN (AV)  
\*RADM Jonathan A. Yuen, USN (SC/AP)  
\*\*RADM Dietrich H. Kuhlmann III, USN (SS)  
RADM Victorino G. Mercado, USN (SW)

\* Acquisition Corps Representative  
\*\* Joint Representative

8. CAPT Michael S. Sciretta, USN, will act as recorder with the following personnel acting as assistant recorders:

CAPT David S. Soldow, USN (SS)  
CAPT Joseph Romero, USN (JAGC)  
CAPT(Sel) Bartley A. Randall, USN (NSW)  
CDR Grahame A. Dicks, USN (AV)

The recorder or an assistant recorder will be present during all deliberations.

9. The following personnel are designated to serve as administrative support personnel to the boards:

RDML David F. Steindl  
RDML Kenneth R. Whitesell  
CAPT Bradley J. Cordts  
CAPT Paul L. Dinius  
CAPT Mark C. Holley  
CAPT Martin L. Pompeo  
CAPT Henry P. Roux, Jr.  
CDR Howard M. Bryant  
CDR Matthew F. Phelps  
CDR John W. Popham  
CDR Steven J. Skretkowicz  
CDR Jeffrey R. Vignery  
LCDR Price W. Balderson  
LCDR Kristopher M. Brazil  
LCDR Elizabeth Ellsworth  
LCDR Matthew M. Langreck  
LCDR Leon M. Leflore  
LCDR Andrew M. McGinly  
LCDR Stephen P. Milloway  
LCDR Timothy D. OBrien  
LCDR Eric A. Polonsky  
LCDR Jeremy S. Yarbrough  
LT Shelley E. Branch  
LT Erin T. Janofski  
LT Matthew S. King  
LT Maura K. Leary  
LT Vincent N. Perry

Enclosure (1)

LT Edward R. Polk  
LT Christopher N. Pratt  
LT Van E. Stewart  
LT Donald J. Todorowski  
LT Troy L. Wright  
LTJG Robert R. Allen  
CWO3 Mitchell D. Allen  
CWO2 Dawn R. Slayton  
PSCM(SW/AW) C. E. Christiansen  
PSCM(AW) Robert A. Ferrari  
YNCM(SW/AW/EXW) Leo S. Godet  
YNCS(SW/AW/IDW) A. Shuttlesworth  
PSC(SW/AW) Patrick R. Harris  
YNC(SW/AW) Kari A. Betancourt  
YNC(EXW/IDW/SCW) Byron J. Capps  
YNC(SS) Michael W. Mason  
PS1(SW/AW) J. J. Pennington II  
PS1(AW) Alexandria C. Werkheiser  
LS1(AW/SW) Kedrick D. Cockrell  
YN1(SW) Joseph F. Scarlata  
YN1 Laura A. Guthridge  
LN2 Steven J. Cooney  
LN2 Lauren M. Hauck  
YN2 Christopher D. Brooks  
YN2 Dexter A. Correll  
YN2(AW) Britney B. Hassan  
YN2(SW/AW) Alexis P. Williams  
Mr. Rodger Abernathy  
Ms. Jacqueline S. Anderson  
Mr. Steve A. Armstrong  
Mr. James M. Barlett  
Ms. Alison Barnes  
Mr. Julion A. Bend  
Ms. Wendy Beyer  
Mr. Robert C. Black  
Mr. Brian D. Bourne  
Mr. Doug Burgess  
Ms. Patricia O. Boothe  
Ms. B. J. Callis  
Mr. Clarence Carver  
Mr. James C. Clemmons  
Ms. Shannon A. Collins  
Mr. Joel Cook  
Mr. John R. Crotts  
Ms. Sonya Y. Cox  
Ms. Karen Dapsis  
Mr. Bennie Davis  
Mr. Richard T. DeRousse  
Mr. David L. Dillensnyder  
Mr. Bernard D. Dunn  
Mr. William C. Eastman  
Mr. Jeremy L. Fisher  
Mr. John Fleenor  
Mr. Mike Foldes

Enclosure (1)

Mr. John Frantz  
Mr. Christopher Garner  
Ms. Elizabeth J. Garrett  
Mr. Dennis Garza  
Mr. Cornell D. Gaulman  
Mr. Brett J. Genoble  
Mr. William H. Green  
Mr. Keith Grover  
Mr. Richard M. Hammer  
Mr. Jim Hammerich  
Mr. Dave Hard  
Ms. Marlene V. Harrison  
Mr. Max H. Hodge  
Ms. Pamela Holland  
Ms. Tawanna Hopson  
Mr. David L. Howard  
Mr. Jeffery D. Jacob  
Mr. Michael Jennings  
Mr. Juan J. Jimenez  
Mr. Douglas E. Johnson  
Mr. John Johnson  
Ms. Crystal Jones  
Mr. Steven P. Jones  
Ms. Shu J. King  
Ms. Kim E. Kirk  
Mr. Blair M. Knight  
Mr. Alex Kraus  
Ms. Karen M. Kumnick  
Mr. Randy L. Kurschner  
Mr. David B. Lanham  
Mr. James D. Law  
Ms. Sonia Lewis  
Mr. Thomas R. Lewis  
Ms. Diane L. H. Lofink  
Mr. Victor A. Loy  
Ms. Nancy P. Lubiani  
Mr. Joseph F. Maceira  
Mr. Donald P. Marshall  
Mr. Paul D. Martin  
Mr. Paul L. Martin  
Mr. Anthony Matthews  
Ms. Karon D. Matthews  
Ms. Lynda C. McKinney  
Mr. Christopher J. Meunier  
Ms. Angela S. Moyler  
Mr. William H. Mummert  
Mr. Pratap Muratee  
Mr. Jason C. Myers  
Mr. Corey A. Nichols  
Mr. Tommy D. Owens  
Ms. Doris A. Pembroke  
Mr. Chuck Pennington  
Mr. Scott S. Perry  
Mr. Durand C. Peterson

Enclosure (1)

Mr. James A. Price  
Mr. Stephen R. Ranne  
Ms. Amy C. Ray  
Mr. Dondi Reed  
Mr. Stanley Robinson  
Mr. Jay A. Rublaitus  
Mr. Tony V. Sanders  
Ms. Edna M. Shannon  
Mr. Antoine Sharp  
Mr. Michael P. Simrell  
Ms. Angie L. Smith  
Mr. Thor Smith  
Ms. Ruby D. Snowden  
Mr. Larry Sokoloski  
Mr. Lee K. Staley  
Mr. William A. Stephens  
Ms. Lynnette Stinnett  
Mr. Tim Suich  
Ms. Jennifer M. Summers  
Mr. Jim C. Tanner  
Mr. Horace Taylor  
Mr. Robert J. Thompson  
Mr. David C. Tidwell  
Ms. Martha Uselton  
Mr. Carl R. Waelde  
Mr. Shawn Walther  
Mr. Brian L. Wenger  
Ms. Angela White  
Ms. Jessica Whitfield  
Mr. James Whiting  
Mr. Christopher A. Wiley  
Mr. Bob T. Wilkinson  
Mr. Ed Willard  
Ms. Sharlene Williams  
Mr. Charles E. Wilson  
Ms. Deborah A. Wilson  
Mr. Jason T. Winfield  
Mr. Wiley P. Winter  
Ms. Mindee M. Wolven  
Ms. Rebecca Yong  
Mr. Alan D. Young  
Mr. Christopher J. Zaller

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 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. **Regulatory Objectives.** 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**

3. Prior to adjournment, the board must review the extent to which the joint promotion objectives have been met.

4. **Acquisition Corps.** In accordance with 10 U.S.C. 1731, it is expected that Acquisition Corps officers, as a group, will be promoted at a rate not less than the rate for all source community officers, in and below the zone, in the same grade.