THE SECRETARY OF THE NAVY
WASHINGTON, D.C. 20350-1000

MAR 16 2015

From: Secretary of the Navy
To: Presidents, FY-16 Active-Duty Navy Commander Staff Corps Officers Promotion Selection Boards

Subj: ORDER CONVENING THE FY-16 PROMOTION SELECTION BOARDS TO CONSIDER STAFF CORPS OFFICERS ON THE ACTIVE-DUTY LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF COMMANDER

Ref: (a) FY-16 Active-Duty and Reserve Navy Officer and Chief Warrant Officer Promotion Selection Board Precept

Encl: (1) Board Membership
(2) Administrative Support Staff
(3) Statutory and Regulatory Promotion Objectives

1. **Date and Location**

a. The promotion selection boards, consisting of you as presidents, the officers listed in enclosure (1) and the administrative support staff listed in enclosure (2), are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, March 24, 2015, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-16 Active-Duty and Reserve Navy Officer and Chief Warrant Officer Promotion Selection Board Precept, reference (a), and the Statutory and Regulatory Promotion Objectives, enclosure (3).

2. **Promotion Board Authorized Selections**. The total number of officers who may be recommended in each competitive category shall be the number that most closely approximates the percentage set forth below of in-zone eligible officers determined as of the date the boards convene. The Chief of Naval Personnel shall determine the number of in-zone eligible officers on the convening date, calculate the number that may be recommended for promotion under the percentages set forth in the FY-16 Active-Duty Navy Officer Promotion Plan, and furnish the number to the boards. If the computation results in a fraction of a number of 0.5 or greater, that fraction is rounded up to the nearest whole number. If the computation results in a fraction of a number less than 0.5, that fraction is rounded

down to the nearest whole number. The boards may recommend up to the number provided by the Chief of Naval Personnel.

COMPETITIVE CATEGORY	PERCENT TO SELECT
Medical Corps	70
Dental Corps	90
Medical Service Corps	60
Judge Advocate General's Corps	65
Nurse Corps	70
Supply Corps	65
Civil Engineer Corps	65
Limited Duty Officer (Staff)	60

3. **Consideration of Active-Duty Officers "Below the Zone."** Identifying exceptional officers from below the zone and selecting them for promotion to the grades of captain, commander, and lieutenant commander is authorized. A number not to exceed 10 percent of the total selections authorized for each grade and competitive category may be selected from below-zone unless the number calculated is less than 1, in which case the number that may be selected from below-zone is 1. The board must ensure that below-zone candidates are individually evaluated as a source of best and fully qualified officers. Below-zone selects shall be based on sustained measures of success in their community specialties. Below-zone selections are encouraged to ensure the Navy is best served in filling critical competency requirements.

4. **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 that 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 be capable of leading personnel from widely varying backgrounds and mentoring a diverse workforce while executing the Navy's strategic diversity initiatives. The Navy's ability to meet this leadership challenge depends, in part, on having leaders who reflect our very best, including performance, professional experience and education.

b. **Best Qualified**. Among the fully qualified officers, you must recommend for promotion the best qualified officers within their respective competitive category. Proven and sustained superior performance in command or other leadership positions in difficult and challenging assignments is a definitive measure of fitness for promotion. Furthermore, successful performance and leadership in combat conditions demonstrate exceptional promotion potential and should be given special consideration. Each board member shall apply this guidance when deliberating and voting. Additionally, members will use the considerations below to guide their determination of the best qualified officers.

c. **Skill Requirements**. The Navy must focus on the skill sets mandated by current needs and on developing the professional competencies required in our future leadership. The Navy and joint force leadership needs to be comprised of a diverse blend of male and female officers that have excelled in both traditional and specialized career paths. Give due consideration to demonstrated performance and expertise in the competency/skill areas listed in order of significance below. For amplifying information, refer to the competency/skills information, reference (b) to reference (a).

Medical Corps (2100)

1. N/A

Dental Corps (2200)

1. N/A

Medical Service Corps (2300)

1. N/A

JAG Corps (2500)

1. N/A

Nurse Corps (2900)

1. N/A

Supply Corps (3100)

1. Acquisition Corps
2. Joint Experience
3. Financial Resource Management (FM)
4. Expeditionary Warfare and Confronting Irregular Challenges
5. Naval Special Warfare (NSW) Experience
6. Operational Analysis (OA)
7. Navy Operational Planner

Civil Engineer Corps (5100)

1. Expeditionary Warfare and Confronting Irregular Challenges
2. Shore Installation Management (SIM)
3. Acquisition Corps
4. Financial Resource Management (FM)
5. Joint Experience
6. Naval Special Warfare (NSW) Experience
7. Navy Operational Planner
8. Language, Regional Expertise, and Cultural (LREC) Experience
9. Operational Analysis (OA)
10. Education and Training

Limited Duty Officer Staff (65XX)

1. N/A

d. **Additional Considerations**. The following are additional considerations in determining the best qualified officers:

(1) **Individual Augmentee (IA) / Global Support Assignment (GSA) / Overseas Contingency Operations (OCO) / Irregular Warfare / Afghanistan-Pakistan Hands (APH) Program Assignment**

(a) The board may give favorable consideration to those officers who have displayed superior performance while serving in IA/GSA/OCO/APH assignments in direct support of OCO, Irregular Warfare, and the National Defense Strategy, and in particular, those IA/GSA/OCO/APH 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.

(b) IA/GSA/OCO assignments may take an officer out of the normal community career path for periods up to 1 1/2 years. APH assignments consist of extensive specialized training and multiple, non-standard deployments that may take an officer out of the normal community career path for periods of up to 3 1/2 years.

(2) **Education and Professional Development**. The board shall give favorable consideration to those officers with relevant graduate education, experience in specialized areas, and Navy and Joint Professional Military Education (JPME).

(a) The Navy values completion of graduate education and development of a subspecialty. Degrees from the Naval Postgraduate School, the Naval War College and equivalent Service institutions, and civilian education programs that result in assignment of a subspecialty code or award of Additional Qualification Designation (AQD) codes are desirable.

Proven expertise from an experience tour utilizing that subspecialty is fundamental to development of Navy Leaders.

(b) The Navy values competitive scholarships and fellowships, examples of which include: Olmsted Scholar, Marshall Scholar, Rhodes Scholar, White House Fellowship, SECDEF Corporate Fellowship, and Federal Executive Fellowships (e.g., Politico-Military and Cyber).

(c) Best qualified officers seek opportunities to broaden their cultural awareness through experiences and education and to enable better communication in a global operating environment.

(d) Best qualified officers have demonstrated willingness and an ability to lead and mentor a diverse workforce of male and female service members.

(3) **Innovation and Efficiency.** 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.

(a) 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.

(b) 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.

(4) **Joint Officer Considerations**

(a) Our ability to operate effectively with the other Services is vital to our war-fighting capability. To foster this ability, a number of officers are assigned to joint duty with the Joint Staff, the other Services, and joint organizations. To ensure our ability to conduct joint operations, the Navy is firmly committed to placing as many officers as possible in joint duty assignment billets.

(b) Success in these assignments should be given special consideration, and the statutory joint promotion objectives, delineated in enclosure (3), represent critical requirements which warrant particular consideration when determining which officers are best qualified for promotion. However, these statutory joint promotion objectives do not alter the best and fully qualified selection standard. As such, members shall only select eligible officers who are best and fully qualified for promotion even if doing so will result in a failure to meet the statutory joint promotion objectives.

(c) This guidance does not apply to boards for competitive categories in which there are no joint officers eligible for consideration.

(5) **Acquisition Corps Considerations**. Acquisition Corps officers possess the qualifications to manage the development, acquisition, and life cycle support of the Navy's current and future platforms and associated systems. The Unrestricted Line (AP), Aerospace Engineering Duty Officers, and Engineering Duty Officer communities all contain Acquisition Corps officers. In addition, contracting skills are based in the Supply Corps and Civil Engineer Corps. While there are specific needs and backgrounds in each community, there are overarching acquisition skill sets which are valued and found in all of these communities. Officers who possess these skills, regardless of the community to which they belong, are valued and necessary for the health of the Acquisition Corps, and should be considered in the broad context of the Acquisition Corps. Examples of these overarching skill sets include technical and operational knowledge of C4I, combat systems, unmanned systems, systems engineering, Enterprise information systems, information technology, and weapons and major weapons systems (e.g., ships and aircraft). In determining the best and fully qualified

officers for promotion, you shall give equal consideration to outstanding performance whether in an acquisition or non-acquisition position.

5. **Medical Community Considerations.** Navy Medicine needs leaders with knowledge and 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. Additionally, Navy Medicine greatly values joint experience and formal education to include JPME-I.

a. The Navy requires officers of exceptionally high professional operational, clinical, and business competence and intellectual capacity who have the ability to think analytically 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 have the courage to stand on principles and demonstrate a clear potential to lead the Navy of the future. They must recognize talent, mentor, coach, and develop juniors, and build the environment in which they can thrive. They must understand and use best clinical practices and business tools in managing our military population's health. Our Medical Community's leadership must be drawn from those officers who clearly understand Navy Medicine's obligation to support the Fleet and Marine Corps and demonstrate the capacity to meet the challenges of our commitment to maritime superiority.

b. You must ensure that Navy Medicine's future leaders possess the broad knowledge necessary to support the operating forces and are acknowledged leaders within their operational, clinical, and business specialties. Likewise, the officers selected must have demonstrated exceptional managerial skill and professional competence in executive and staff roles both in support of the Fleet and Marine Corps and within the naval shore establishment. In determining those officers best qualified for promotion, you should select those officers who have served 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, those you select will be placed almost assuredly in positions that require broad military and medical perspectives beyond the Department of the Navy.

c. It is statutorily required that, in considering healthcare professionals for promotion, the board shall give consideration to an officer's clinical proficiency and skill as a health professional to at least as great an extent as the board gives consideration to an officer's administrative and management skills.

d. Although not contained in statute, as a matter of policy, in considering healthcare professionals for promotion, the board shall also give consideration to an officer's research and science proficiency to at least as great an extent as the board gives consideration to an officer's administrative and management skills.

6. **Judge Advocate General's (JAG) Corps Community Considerations**

a. **Assignment to Office of Military Commissions (OMC).** On May 14, 2008, DEPSECDEF wrote that "military commissions are a national priority. Conducting a fair, just, and transparent military commissions process is the Department's top legal services priority and necessitates our commitment to dedicate the right number of and most skilled legal practitioners the Department has to offer." OMC assignments may not be typical of the officer's traditional community career path but are vital to the successful joint prosecution of Overseas Contingency Operations and the National Defense Strategy. In determining the best and fully qualified officers, you shall favorably consider valuable contributions made through superior performance in OMC assignments.

b. **Post-Graduate Education.** In determining the best and fully qualified officers, you shall give equal weight to post-graduate legal education obtained at military and civilian institutions.

c. **Military Justice Litigation Specialty.** Military justice plays a critical role in the maintenance of good order and discipline and accountability in the Navy. The JAG Corps must

maintain a cadre of specialized officers whose primary responsibility is to prosecute, defend, and judge criminal cases and military commissions. The officers who form this cadre are formally selected by a board and designated as being a member of the Military Justice Litigation Career Track. Once designated, officers within this career track normally spend significant portions of their careers within designated litigation billets. Developing and using military justice litigation skills, which are perishable by nature, requires repeated assignments to military justice litigation billets and application of these skills in billets where they will deliver maximum effect to the Navy. These assignments may limit variety in billet history and the opportunity for assignment to sea duty, and may differ from typical career progressions, but are vitally important to the Navy's mission. In determining the best and fully qualified officers, you shall favorably consider valuable contributions made through superior performance in this specialty area.

d. **Environmental Law Specialty**. The demands of protecting the Navy's operational interests frequently require uniformed Environmental Law attorneys to complete consecutive, progressive tours on Fleet, OPNAV, Secretariat, or OJAG environmental staffs. This requirement may limit billet variety and the opportunity for assignment to sea duty or traditional leadership tours. In determining the best and fully qualified officers, you shall favorably consider valuable contributions made through superior performance in this specialty area.

e. **Assignment to duties in Interagency or Joint Commands.** When judge advocates are detailed to serve within interagency or joint commands, where reporting seniors may be unfamiliar with the Navy fitness reports system, special attention must be taken in reviewing those records.

f. **Navy Reserve Officers Recalled to Active Duty**. Navy Reserve officers who have been recalled to active duty will have fewer active-duty fitness reports than their continuous active-duty peers. Due consideration shall be given to the fitness reports available and the quality of performance reflected in the record. A recalled officer's record shall not be discounted simply because it contains fewer active-duty fitness reports than a peer's record.

7. **Supply Corps Community Considerations**. The Navy requires Supply Corps leaders with utmost integrity, moral excellence, professional acumen, and business competence, who are trusted leaders, committed to the Supply Corps and the Navy.

a. While nothing shall supplant the standard of best and fully qualified, you shall give favorable consideration to officers who have demonstrated highly effective leadership capabilities through increased duties and responsibilities in a dynamic and fast-paced operational environment, to include either traditional afloat and/or expeditionary assignments. Additionally, officers who are successful as afloat/expeditionary department heads/OICs or Commanding Officers should be given due consideration.

b. Supply Corps officers recommended for promotion should have the ability to recognize talent and mentor and develop juniors. They must have balanced experience between shore/policy tours and fleet/operational tours. Also, if appropriate for their grade and selected area of professional concentration, successful performance in joint or acquisition assignments that lead to designation as a Joint Qualified Officer (JQO) or Acquisition Corps membership is valued. It should be noted that, although there is no set career path for upward mobility, those officers you select should have a depth of functional knowledge commensurate with their subspecialty and rank. Officers should be a subject matter expert in at least one principal career field of acquisition, supply chain management or operational logistics and have experience in either a second principal career field or one of the complementary skill sets of business management, comptroller/financial management or operations research.

8. **Civil Engineer Corps (CEC) Community Considerations**

a. **Career Path and Experiences.** As the Navy's shore installation and expeditionary engineers, senior CEC officers are expected to display sustained superior performance in the three CEC core competencies - Facilities Management and Acquisition, Seabees or Naval Construction Force Units, and Navy or Joint Staff. Integral to this performance, officers must possess exceptional people/teamwork/leadership skills to work in linear and matrix organizations with uniformed, civil service,

and industry personnel at all echelons of command and levels of government.

(1) Although there is no singular career path for upward progression, those selected must exhibit continued increase in job responsibility, job diversity, and geographic diversity commensurate with their rank.

(2) Experiences in overseas contingency, humanitarian assistance/disaster response, and theater security cooperation program operations are valued. Assignments with an operational unit or as an individual augmentee should be considered equally.

b. **Qualifications and Education.** While all officers recommended for promotion must be the best qualified within their respective promotion categories, the Navy requires Civil Engineer Corps leaders with exceptionally high professional engineer and business competence.

(1) For senior officers, expected career milestones include warfare qualification, Professional Engineer or Registered Architect licensure, acquisition attainment, and Acquisition Corps membership. Senior officers are also expected to have completed a master's level post-graduate education program.

(2) Continuing education, to include Joint Professional Military Education and that required for licensure, is highly valued.

(3) Additional facility-related industry or project management certifications, although not expected, may be noted favorably.

Ray Mabus

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 ≥ 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 ≥ Overall Selection Rate for Category

2. **Statutory Acquisition Corps Objective**. 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 zone, in the same grade.

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 ≥ 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.