THE ASSISTANT SECRETARY OF THE NAVY
(MANPOWER AND RESERVE AFFAIRS)
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WASHINGTON DC 20350-1000

FEB 11 2016

From: Assistant Secretary of the Navy (Manpower and Reserve Affairs)
To: Presidents, FY-17 Navy Reserve Commander Staff Corps Officers Promotion Selection Boards

Subj: ORDER CONVENING THE FY-17 PROMOTION SELECTION BOARDS TO CONSIDER STAFF CORPS OFFICERS ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF COMMANDER

Ref: (a) FY-17 Active-Duty and Reserve Navy Officer and Chief Warrant Officer Promotion Selection Board Precept

Encl: (1) Board Membership
(2) Administrative Support Staff

1. **Date and Location**

a. The promotion selection boards, consisting of you as presidents, the officers listed in enclosure (1) as members, and the personnel listed in enclosure (2) as administrative support staff, are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, February 23, 2016, or as soon as practicable thereafter.

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

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-17 Navy Reserve 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	76
Dental Corps	73
Medical Service Corps	64
Judge Advocate General's Corps	79
Nurse Corps	76
Supply Corps	75
Supply Corps (FTS)	71
Chaplain Corps	73
Civil Engineer Corps	62

3. **Equal Consideration of Officers "In Zone" and "Above Zone."** As detailed above, the number of in-zone eligible officers is used only to calculate the total number of selects authorized; there are no individual zone selection limitations or expectations. Accordingly, in determining which officers are best and fully qualified for promotion, you are required to equally consider both above-zone and in-zone officers.

4. **Consideration of Reserve Officers "Below the Zone."** Below-zone promotions are not authorized for Navy Reserve officers in grades above lieutenant junior grade.

5. **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 (2105):

1. Joint Experience

Dental Corps (2205):

1. Joint Experience

Medical Service Corps (2305):

1. Joint Experience
2. Navy Operational Planner
3. Financial Resource Management (FM)
4. Naval Special Warfare (NSW) Experience

JAG Corps (2505):

1. N/A

Nurse Corps (2905):

1. Joint Experience

Supply Corps (3105):

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

Supply Corps (FTS) (3107):

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

Chaplain Corps (4105):

1. N/A

Civil Engineer Corps (5105):

1. Expeditionary Warfare and Confronting Irregular Challenges
2. Education and Training
3. Financial Resource Management (FM)

4. Shore Installation Management (SIM)
5. Joint Experience
6. Navy Operational Planner
7. Acquisition Corps
8. Language, Regional Expertise, and Cultural (LREC) Experience
9. Operational Analysis (OA)
10. Naval Special Warfare (NSW) Experience

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.

(c) **Note that CHC officers are noncombatants.** Chaplains do not develop combat skills. Additionally, both USN and USMC deployments affect chaplains' personnel tempo. IAs are not the only evidence of OCO or "boots on ground" experience. Chaplains are organic to Expeditionary Strike Group (ESG), Carrier Strike Group (CSG), Navy Expeditionary Combat Command, and operational USMC units.

(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.

(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) **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.

e. **Consideration of Reserve Officers**. Within the reserve component a variety of service options are available to help meet the needs of the Navy. In general, Selected Reserve participation is critical to meeting the strategic and operational needs of the Navy. However, there are times when operational needs may be met by periods of active duty including mobilization, active duty for special work and active duty for training while a Sailor is not in a Selected Reserve status. Additionally, there are times upon completing active-duty periods or when short breaks from the Selected Reserve may be necessary that should be viewed in the context of a continuum of service. Participation in the Selected Reserve, in general, is a critical factor in determining best and fully qualified.

f. **Full Time Support (FTS) Community Considerations**. FTS Officers perform a statutory role in "organizing, administering, recruiting, instructing, or training the reserve components" (section 12310 of title 10, U.S. Code), and favorable consideration should be given to those FTS Officers who have displayed superior performance in critical staff, leadership, or command tours for which Reserve Management is the primary mission.

(1) **Dual career paths**. Many FTS Officers, particularly in the Unrestricted Line and Human Resources (HR) communities, complete a balance of operational or community-specific milestone tours (e.g., Commanding Officer and major staff assignments) and Reserve Management milestone tours (e.g., Navy Operational Support Center Commanding Officer and Navy Reserve major staff assignments). Success and sustained exceptional performance in these areas is the most important attribute to consider. Officers selected must have demonstrated exceptional managerial skill and professional competence in operational, executive, and staff roles. In determining those officers best qualified for promotion, you should consider favorably those officers who have served in a broad spectrum of assignments requiring expertise in diverse functional areas. Operational requirements can sometimes limit the Reserve Management assignments of some officers and this limitation should not disadvantage these officers.

(2) **Subspecialty requirements**. Due to the unique aspects of the Reserve Force, FTS officers with expertise in Information Technology (IT) and Financial Management are required to manage the varied Reserve IT systems and to manage Reserve Personnel Navy (RPN) and Operational Management Navy Reserve (OMNR) accounts. Although these subspecialty qualifications are a core requirement for a portion of the FTS HR community, officers of any designator may possess them. Regardless of designator, these subspecialties are critical to the FTS community and should receive favorable consideration.

(3) **Diverse career backgrounds prior to selection as FTS Officers**. Navy Reserve officers who have been recalled to active duty will often have fewer active-duty fitness reports than their active component peers. Due consideration shall be given to the fitness reports available and the quality of performance reflected in the record. An officer's record shall

not be discounted simply because it contains fewer active-duty fitness reports than a peer's record.

6. **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 Phase 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, scientific, 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. You shall give consideration to an officer's clinical and scientific proficiency as a health professional to at least as great an extent as you give to that officer's administrative and

management skills. Strong consideration should be given to board certification when a board certification exists for the specialty. 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. The Navy values completion of graduate education and development within an officer's subspecialty. For officers in Duty Under Instruction (DUINS) status (to include residencies and fellowships), the board shall give consideration to at least as great an extent as the board gives consideration to an officer's administrative and management skills, as these officers were competitively selected by Navy Medicine for their current program.

d. Officers best and fully qualified for promotion in Navy Medicine are those who have demonstrated superior performance in the clinical, scientific, and/or operational settings. Officers with such superior performance who have concentrated their careers and demonstrated mastery in a particular operational, clinical, research, scientific, or administrative type setting should be favorably considered.

7. **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. **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.

8. **Supply Corps Reserve Community Considerations**. The Navy requires Reserve Supply Corps leaders with high integrity, professional acumen, and business competence, who are trusted leaders, committed to the Supply Corps and the Navy. They must recognize talent and mentor, coach, and develop juniors.

a. The Navy Supply Corps Reserve continually looks for highly qualified candidates; however, favorable consideration is given to officers consistently demonstrating a career path with increased duties and responsibilities, including ever-increasing leadership roles, e.g., small unit CO/OIC, large unit CO/XO. Officers should be a subject matter expert in at least one line of operation or have experience in multiple core competencies to include acquisition (contracting/financial management/ logistics), supply chain management, and operational/ expeditionary logistics. Officers are encouraged, if appropriate for their grade and selected area of professional concentration, to serve in assignments outside their core competency to diversify their fleet logistics/supply support experience base. It should be noted that, although there is no set career path for upward mobility, officers should have a depth of functional knowledge commensurate with their core competencies and rank, with broad military and logistics/supply support perspectives within and beyond the Department of the Navy.

b. The Navy Reserve Supply Corps greatly values professional development in all forms, including master's level education, joint professional military education (JPME), and logistics related industry experience. Among these are professional certifications in Defense Acquisition Workforce Improvement Act (DAWIA) communities (especially contracting) or other non-DoD equivalent credentialed certifications (e.g. Certified Professional Contracts Manager (CPCM), Certified Federal Contracts Manager (CFCM), etc.) that document expertise in business, logistics, and supply chain management. Successful performance in a joint or combined environment is valued, as is the demonstrated capability to work well in the inter-agency setting.

c. In addition to the above, FTS Supply Corps officers should demonstrate success in Reserve Management tours of increasing scope and responsibility to fulfill their purpose to perform "Reserve duty organizing, administering, recruiting,

instructing, or training the reserve components." (Section 12310 of title 10, U.S. Code).

9. **Chaplain Corps (CHC) Community Considerations**

a. The CHC exists to provide Sailors, Marines, Coast Guardsmen, and their families with the opportunity to practice their faith wherever they serve, and thereby increase their personal resilience. CHC officers should excel in delivering the core capabilities of providing religious ministry to those of their own faith, facilitating for those of other faith traditions, caring for all personnel, and providing relevant advice to commanders. Success and sustained exceptional performance in these areas are the most important attributes to consider.

b. In determining those officers best qualified for promotion, you should consider favorably those officers who have served in a broad spectrum of assignments requiring expertise in diverse functional areas. However, operational needs can limit the spectrum of assignments of some officers; this must be taken into account by the board when considering these officers. In addition, chaplains may have been assigned involuntarily outside the traditional career development patterns, i.e., recruiting, equal opportunity, and specific billets requiring specific skill specialties. These assignments, though beneficial to the interests of the Navy, have resulted in those chaplains having career patterns different from chaplains who have been able to serve in their primary specialties. In making your determination of those officers who are best and fully qualified for promotion, you must view such assignments as having the same value as assignments within the primary Chaplain Corps assignments.

c. When CHC officers serve with the Coast Guard, Marine Corps, Merchant Marines, or in joint environments where reporting seniors may be unfamiliar with the Navy fitness reports system, special attention must be taken in reviewing those officers' records.

d. **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). The Navy values completion of graduate education and development of a

subspecialty. Degrees from the Naval War College and equivalent Service institutions, graduation from the Pastoral Care Residency (PCR) program, and civilian education programs, that result in assignment of a subspecialty Q 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. Chaplain Corps subspecialties are Religion and Culture (1430), Pastoral Counseling (1440), and Ethics (1450).

e. CHC senior leaders should also have demonstrated the ability to plan for the broad delivery of those capabilities at the highest institutional level. Officers selected must have demonstrated exceptional managerial skill and professional competence in senior staff billets, to include supervisory billets in complex operational environments and shore installation religious programs.

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

a. 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, Naval Construction Force Units, or other expeditionary units; and Navy/USMC/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.

b. Although there is no singular career path for upward progression, all officers under consideration for promotion must exhibit continued increase in job responsibility, job diversity, and geographic diversity commensurate with their rank. 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.

c. While all CEC 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.

d. Officers in the CEC Community are eligible for, and generally granted, a scientific waiver for the Joint Qualified Officer designation requirement for flag officer promotion. However, Joint Professional Military Education (JPME) and experience are valued.

e. A limited number of Civil Engineer Corps billets support Naval Special Warfare (NSW), Ocean Facilities Program (OFP), Combatant Command (COCOM) Staffs, and other unique requirements. Officers selected to perform these sensitive duties are extensively screened and complete demanding proficiency training and may have multiple-tour operational assignments that can preclude them from serving in traditional CEC career path billets. Due consideration should be given to outstanding performance by members in these assignments with the understanding that limited details of their activities may be provided in an unclassified "not observed" or "1 of 1" fitness report, given the sensitive and unique nature of their duties.

f. **Reserve Component Officer Considerations.** While the above considerations are relevant for all CEC officers, active and reserve component, their types of billet opportunities and career assignments are somewhat different. Reserve component junior officers are expected to obtain significant Seabee experience and then broaden their experience to include professional licensure, acquisition, facilities/project management, and staff assignments as they progress to more senior level positions. Those with acquisition attainment and Acquisition Corps membership are highly valued, and those with master's level post-graduate education will be given favorable consideration.

g. All fully qualified CEC commanders should have demonstrated superior performance in their lieutenant commander billets. The best qualified officers should have a track record of increased responsibility and complexity in primary CEC responsibility assignments. Registration as a Professional Engineer (AQD: 951) or Architect (AQD: 952) should be given heavy consideration, and JPME and other technical/professional certifications are highly valued.

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