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From: Franklin R. Parker, Assistant Secretary of the Navy
(Manpower and Reserve Affairs)

To: Presidents, FY-24 Active-Duty Navy Captain Staff Corps
Officers Promotion Selection Boards

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

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

Encl: (1) Board Membership
(2) Recorders and Assistant Recorders
(3) Administrative Support Staff
(4) 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) as members, the officers listed in enclosure (2) as recorders and assistant recorders, and the personnel listed in enclosure (3) as administrative support staff, are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, February 7, 2023, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-24 Active-Duty Navy and Reserve Officer and Chief Warrant Officer Promotion Selection Board Precept, reference (a), and the Statutory and Regulatory Promotion Objectives, enclosure (4).

2. Promotion Board Authorized Selections

a. 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-24 Active-Duty Navy Officer Promotion Plan, and furnish the number to the boards.

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b. 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 unless that rounded number is itself greater than 95% of the in-zone eligible officers, in which case the fraction is rounded down 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.

<u>COMPETITIVE CATEGORY</u>	<u>PERCENT TO SELECT</u>
Medical Corps	90
Dental Corps	91
Medical Service Corps	60
Judge Advocate General's Corps	65
Nurse Corps	60
Supply Corps	60
Chaplain Corps	61
Civil Engineer Corps	60

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 Officers "Below-Zone". The boards shall identify exceptional officers from below-zone and consider selecting them for promotion to the grade of captain. The boards must ensure that these exceptional below-zone candidates are fully considered for promotion if they meet the best and fully qualified standard. 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 one, in which case the number that may be selected from below-zone is one.

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

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grade. Officers who do not meet that standard shall not be recommended for promotion. In this era of strategic competition, the Navy needs officers and leaders who are both skilled operators and skilled thinkers who have been exposed to an increasingly complex web of networks, people, and concepts. Our leaders must be evaluated for development of increasing talents in support of operational employment of naval capabilities, understanding of strategic competition, and exposure to the people, concepts, and educational experiences (including technology) to become transformational in the organization.

(1) Officers fully qualified for promotion demonstrate an appropriate level of both **competence**, as evidenced by a commitment to operational excellence and continual performance improvement, and **character**, as evidenced by the presence of the four core attributes of integrity, accountability, initiative, and toughness. Additionally, officers fully qualified for promotion adhere to Navy and Department of Defense (DoD) ethical standards, are physically fit, and demonstrate 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. This capability is demonstrated by an officer's willingness and ability to be open to the diversity of ideas, experiences, and backgrounds of others. Conversely, factors which demonstrate a lack of this ability include, but are not limited to: substantiated equal opportunity/equal employment opportunity complaints and/or any substantiated finding of hazing, hostile work environment, or maltreatment.

(3) 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 behavior, mindful of the privilege to serve our fellow Americans; Courage, the moral and mental strength to do what is right, with confidence and resolution

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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, 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 the 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 modeling this behavior, 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.

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.

(1) 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 that imbue this belief in their team. Look for those that take fierce pride in this

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obligation. Select the officers that are the example their team reflects and those that embody humility, selflessness, and complete transparency.

(2) You must seek those officers that have been relentless in building a culture of the highest character and a tough, resilient team that wins. Our nation needs and expects their Navy to remain above reproach, as a force they admire and rely upon.

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

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

Judge Advocate General's Corps (2500)

1. N/A

Nurse Corps (2900)

1. N/A

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Supply Corps (3100)

1. N/A

Chaplain Corps (4100)

1. N/A

Civil Engineer Corps (5100)

1. Shore Installation Leadership
2. Expeditionary Warfare
3. Acquisition Corps
4. Joint Experience
5. Financial Resource Management (FM)

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

(1) **Competence.** In addition to proven and sustained superior performance in command or other leadership positions, competence also includes the following attributes:

(a) **Commitment to Operational Excellence.** Because Mission One for every officer is the operational readiness of our Navy, the best qualified officers will demonstrate an unrelenting commitment to operational excellence. This commitment will be evidenced by mastery of the skills critical to naval warfare. The Navy values service and superior performance on operational fleet and subordinate command staffs.

(b) **Continual Performance Improvement.** This attribute includes the ability to self-assess and self-correct, using a "Get Real, Get Better" mindset every day. It also includes the ability to develop a culture of learning in the teams they are called to lead, embracing meaningful feedback as an opportunity to get better.

(c) **Education and Professional Development.** The boards will actively seek those officers whose records reflect operational excellence and increasing education, and exposure to strategic concepts. Strategic competition demands leaders who possess the ability to outfight and outthink the adversary.

i. In line with the Secretary of the Navy Memorandum "Continuous Learning for Naval Officers" dated August 26, 2021, the boards shall give favorable consideration to those officers with relevant graduate education, experience in specialized areas, and Navy Professional Military Education and

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Joint Professional Military Education (JPME). In May 2018, the Unrestricted Line (URL) instituted a board selection process for in-residence graduate education programs. That board selection process ensures that URL officers with superior performance records are afforded the opportunity for in-residence graduate education. Cultivation of our best and brightest officers through in-residence learning enhances critical thinking skills with a direct correlation to enhanced warfighting expertise. Beginning with officers in year group 2015, in-residence graduate education will be required prior to assuming major command. In determining officers who are best and fully qualified for promotion, the boards should give favorable consideration to officers who have obtained relevant graduate degrees while in-residence. Degrees earned through Department of the Navy funded Low-residency Graduate Education Programs (LGEP) fulfill the in-residence graduate education requirement.

ii. The Navy values completion of graduate education and development of a subspecialty. Degrees from the Naval Postgraduate School, the Naval War College or 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 in necessary tours is both valued and fundamental to development of Navy leaders.

iii. The Navy values competitive scholarships and fellowships, examples of which include: Olmsted Scholar, Marshall Scholar, Rhodes Scholar, White House Fellowship, Secretary of Defense (SecDef) Corporate Fellowship, Tours with Industry, Fleet Scholars Education Program, and Federal Executive Fellowships (e.g., politico-military and cyber).

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

v. The Navy values the importance of Naval Reserve Officers Training Corps (NROTC), Officer Training Command (OTC), Recruit Training Command (RTC), and U.S. Naval Academy (USNA) duties in building and developing future Navy leaders. When reviewing an officer's qualifications for the next higher grade, you should give favorable consideration to NROTC/OTC/RTC/USNA assignments.

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vi. Favorable consideration shall be given to the critical need for senior leaders who are Joint Qualified Officers (JQO) as documented by an AQD.

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

i. The boards 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.

ii. IA/GSA/OCO assignments may take an officer out of the normal community career path for periods up to one and a half 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 three and a half years.

iii. **Note that CHC officers are noncombatants.** Chaplains do not have the same IA/GSA/OCO/APH assignment opportunities as other communities. However, chaplains develop combat experience through support of warfighters in operational environments within the Navy, Marine Corps, and Coast Guard. The board may give favorable consideration to those CHC officers who have displayed sustained superior performance in operational assignments to include Navy fleet; Fleet Marine Force (FMF); Coast Guard sectors, districts, or regions; and IA/GSA/OCO/APH assignments.

(e) Encourages both compliance and creativity. We must encourage every officer to think creatively, develop new ideas, take prudent risks, and maximize capabilities through sound management practices. 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.

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(2) **Character**. In addition to competence, the best qualified officers will demonstrate the following attributes:

(a) Possesses and openly demonstrates the four 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 our decisions and actions: integrity, accountability, initiative, and toughness. Integrity may be demonstrated as an individual or as a team member by displaying conduct that is upright, honorable, and by working 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 Navy remains the world's finest navy and deserve your careful consideration when selecting officers who are best and fully qualified.

(b) Builds strong culture and teams while achieving measurable outcomes. You should give careful consideration to officers who demonstrate the following behaviors:

i. Relentlessly builds a culture of the highest character - a tough, resilient team that wins.

ii. Acknowledges and honors the value of every Sailor and civilian.

iii. Takes care of themselves and their teammates.

iv. Embraces diversity of thought and background, and fosters inclusion and connectedness.

v. Always does the right thing, especially when it is hard.

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vi. Keeps close watch on their own mental, physical, and emotional health, and the health of those they lead.

(c) Demonstrates a commitment to personal and professional growth. You should give careful consideration to officers who broadly embrace a "perform to plan" mindset; use data-driven insights; master the skills critical to naval warfare; and are open to meaningful feedback from seniors, peers, and subordinates alike.

(d) Facilitates connections in self and others. You should give careful consideration to officers who lead with humility and consistently and sustainably inspire their teams to perform at their best. This trait includes active mentorship of those within and outside of their immediate command and/or community and active advocacy for those whom they mentor. It also includes a demonstrated commitment to expansion of competence and continual strengthening of character.

(e) Is loyal to and behaves consistently with the Navy's core values. You should give careful consideration to officers who actively pursue what is right and behave consistently with the Navy's core values. While we do not embrace a zero-defect officer corps, the best qualified officers will demonstrate consistency between the Navy's core values and their on- and off-duty behavior.

(3) Championing a Culture of Excellence. The boards may give favorable consideration to those officers who have well-implemented those programs foundational to the Navy's Culture of Excellence campaign. In doing so, they will have created a sense of inclusiveness and connectedness in creating teams that generate superior outcomes.

(4) Coronavirus Disease 2019 (COVID 19) Stop Movements. Due to COVID-19 and the resultant stop movement, Fitness Report summary groups were altered beyond the Reporting Senior's control and in conflict with his or her intent. Officers receiving Fitness Reports where a Reporting Senior indicated COVID-19 impacted the end result should not be viewed adversely and the COVID-19 impact must be taken in context when viewed with the totality of the record. The boards must take extra care to not disadvantage members for their inability to transfer as a result of the stop movement.

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(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.

(6) 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 (4), represent critical requirements that 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.

(7) Acquisition Workforce Considerations. Acquisition Workforce 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 URL, Aerospace Engineering Duty Officers, and Engineering Duty

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Officer communities all contain Acquisition Workforce 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 Workforce, and should be considered in the broad context of the Acquisition Workforce. Examples of these overarching skill sets include technical and operational knowledge of weapons and major weapons systems (e.g., ships and aircraft), Command, Control, Communications, Computers, and Intelligence (C4I), combat systems, unmanned systems, systems engineering, enterprise information systems, and information technology (IT). 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.

6. **Equal Opportunity and Diversity 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 focused on maximizing the warfighting effectiveness of our Navy by drawing upon the entirety of our talents and backgrounds. 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. The Navy strives to maintain a professional working environment in which any of these bases will not limit a Sailor's professional opportunities. Discrimination on any of these bases is contrary to the Department's core values of honor, courage, and commitment. 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

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(including pregnancy), gender, gender identity, sexual orientation, and national origin are given fair and equitable consideration.

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

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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.

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.

7. Medical Community Considerations

a. Navy Medicine needs exemplary leaders able to thrive and inspire/deliver results, especially in complex and challenging times. Knowledge and proven performance/experience in a variety of settings including operational medicine, joint medical operations, readiness health care delivery, and Fleet/FMF support is necessary. Future leaders must understand and have experience across the continuum of care that is Navy Medicine. Additionally, Navy Medicine greatly values joint experience and formal education, including Professional Military Education (PME) and JPME (as progressing to Senior Officer) with knowledge and experience in a variety of settings including joint medical operations and current readiness health care delivery and operational warfighter and medical support initiatives. Duty or service in combined or other staff positions at senior levels of government should also be considered favorably.

b. The Navy requires officers of exceptionally high professional, operational, clinical, and business competence with the intellectual capacity to think analytically and express themselves articulately. They must have the energy to help create and communicate Navy Medicine's vision, as well as build and motivate teams to accomplish that vision. They must also be able to balance readiness and operational requirements with Defense Health Agency needs. Navy Medicine 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 and mentor, coach, and develop juniors, then build the environment in which subordinates can thrive. They must understand and use best clinical practices and business tools in managing the health and readiness of our operating forces to ensure they are healthy and on the job. Our Medical Community's leadership must be drawn from those officers who clearly understand Navy Medicine's

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obligation to support the Fleet and Marine Corps and demonstrate the capacity to meet the challenges of our commitment to maritime superiority.

c. 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 other specialties. Likewise, officers selected must have demonstrated exceptional managerial skill and professional competence in executive and staff roles in the Fleet, Marine Corps, or 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, academic, and/or scientific proficiency as a health professional to at least as great an extent as you give to that officer's leadership, administrative, and management skills. Strong consideration should be given to board certification when a board certification exists for the specialty, provided they have had sufficient time to meet the requirements. 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. When officers serve in operational and/or joint environments where they are often among a small or "1-of-1" peer group, or where reporting seniors may be unfamiliar with the medical department career paths and/or the Navy fitness reports system, special attention must be taken in reviewing those officers' records. Excellence in operational support settings should receive special consideration as Navy Medicine shifts greater focus to readiness and operational support. For operationally-focused specialties, consideration should be made for those officers who have demonstrated consistent superior performance and operational commitment. Special consideration should be given to those officers who have demonstrated the ability to move seamlessly across domains.

d. The Navy values completion of graduate education and development within an officer's subspecialty. For officers currently in or who have successfully completed a Duty Under Instruction (DUINS) program (to include residencies and fellowships), the boards shall give consideration to at least as great an extent as the boards give consideration to an officer's administrative and management skills, as these officers were competitively selected by Navy Medicine for these valued

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programs. The Navy has invested significantly in superior officers selected for DUINS and other educational opportunities. Special attention should be given to those officers who, while in these educational programs, may not have had the opportunity for peer comparison on fitness reports. That should not be considered adverse or detrimental.

e. Officers best and fully qualified for promotion to captain in Navy Medicine are those who have demonstrated sustained superior leadership. From this group will come our future flag officers and top tier leaders of Navy Medicine. Officers with superior performance who have concentrated their careers and demonstrated mastery and leadership in a particular operational, clinical, research, scientific, academic, or administrative setting should be favorably considered. Best and fully qualified officers for the rank of captain will be those with proven leadership experience who have demonstrated experience and expertise across the spectrum of military medicine, especially inclusive of operational experience and operational platforms. With Navy Medicine's renewed focus on operational support and readiness, our future leaders must have shown leadership excellence in those activities. Additionally, those officers would have experience and expertise with the intersection of the strategic and tactical issues in provision of military healthcare through experience in headquarters or other associated DoD agencies.

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

a. Navy JAG Corps officers are members of two professions: the profession of arms and the profession of law. As Naval Officers, judge advocates must at all times be conscious and supportive of Navy requirements, culture, and values. The community exists to support the operational readiness of the Navy and to enable naval and joint operations in support of our national security. To attain these goals, the best and fully qualified judge advocates adhere to and demonstrate not only the character and competence described earlier in this document, but also operate according to the JAG Community Governing Principles: 1) embody a warfighting spirit; 2) lead with character and integrity; 3) stand for diversity, equity, and inclusion; 4) embrace accountability; 5) promote a culture of learning; and 6) encourage innovation. The best and fully qualified officers are those who not only perform superbly in

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their assignments, but do so with the highest of character and in a way that establishes and maintains the trust of their subordinates, peers, and seniors.

b. The Navy JAG Corps is comprised of Naval Officers who practice across four core practice areas: national security law, military justice, administrative law, and Sailor and family legal services. Those officers who possess a broad, diverse base of experience and skill are highly valued and are able to be detailed worldwide to a wide array of billets in support of the Fleet and shore establishment and are capable of advising DoN, Joint, and civilian leaders. Accordingly, the board must view favorably those officers who demonstrate sustained superior performance in positions of increasing complexity, responsibility, and leadership. As there are no fixed career paths, some officers may, at times, operate in a specialized practice area. There are no quotas or expected selection rates for officers in a particular practice area. Rather, the board must ensure that the highest performing and most trusted officers are selected.

c. **Opportunity.** Some judge advocates may not have the opportunity to receive orders to assignments in the Fleet, Joint Force, or locations that afford geographic diversity during their career. This may result from the manning constraints of having a large number of judge advocates who desire assignment in a limited number of these sought-after billets. In other cases, opportunity may be limited by personal circumstances, some of which may be beyond their control. In evaluating a judge advocate's successive tours in the same geographic location, the board shall favorably consider the officer's sustained superior performance in positions of increasing complexity, responsibility, and leadership.

d. **Military Justice Litigation Career Track (MJLCT) Considerations.** The delivery of military justice is both a core competency and a primary mission of the JAG Corps. To meet this mission, the JAG Corps has established the MJLCT to identify, select, develop, train, and retain judge advocates who have demonstrated aptitude for military justice litigation. The board is instructed to value litigation experience when selecting the best qualified officers. In order to build a cadre of trained litigators, MJLCT officers are expected to spend significant portions of their careers in litigation and military justice billets. As they gain seniority, they should

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serve in positions with increasing degrees of leadership and supervision of other litigators. Experience as a defense attorney and as a prosecutor are equally important.

e. **Assignment to Office of Military Commissions (OMC).** On May 14, 2008, Deputy SECDEF 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." The JAG Corps has met this commitment to provide skilled legal practitioners to OMC by detailing officers from every JAG Corps core practice area. The JAG Corps must continue to value the important contributions of skilled legal practitioners at OMC.

f. **Post-Graduate Education.** The board shall give equal weight to post-graduate education obtained at military and civilian institutions.

g. All fully qualified JAG Corps captains should have a track record of successful tours, demonstrating outstanding leadership and professional acumen in their billets.

h. Best qualified officers will be top performers with sustained superior performance in a variety of positions of increasing complexity, leadership, and responsibility.

i. Valued achievements prior to captain include:

(1) Demonstrate full command of the broad spectrum of the four core practice areas - national security law, military justice, administrative law, and Sailor and family legal services - and, for some judge advocates, a comprehensive understanding of a subspecialty practice area: military justice litigation and/or environmental law. This level of expertise will be demonstrated through sustained superior performance in applicable billets and, in many cases, through post-graduate education. This expertise must also include military operational knowledge, such as an understanding of strategic theater level missions, the Joint planning and execution process, and Joint Staff/Combatant Command/Component Command structures and operations, and where possible, AOR/Theater specific mission requirements. This military operational

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knowledge can be gained through assignments, training, deployment, Joint tours, participation in joint and/or multinational exercises, self-study, and/or JPME.

(2) Exhibit ability to proactively identify issues and provide timely and actionable legal advice to senior clients - particularly Flag and General Officer commanders and staffs, senior SES, or political appointees - in advanced practice areas, including ethics/standards of conduct and General Court-Martial convening authority matters.

(3) Demonstrated ability to effectively lead staffs, offices, trial or trial defense teams, or divisions or branches in the Office of the Judge Advocate General (OJAG), and provide supervision of assigned judge advocates or judge advocates in lower echelons. Best qualified officers have shown the ability to build, develop, inspire, and improve teams and team members as well as the ability solve complex legal and non-legal issues through effective collaboration. They are approachable mentors inside and outside the chain of command, encourage initiative and innovation, effectively manage and motivate talent, hold individuals and organizations accountable, and are model representatives of the JAG Corps to the greater Navy in all areas, including professional competence, character, and physical fitness.

(4) Demonstrated executive-level understanding of OJAG, Naval Legal Service Command (NLSC), and Office of the Special Trial Counsel (OSTC) organization and operations. This understanding is gained through highly-encouraged OJAG/NLSC/OSTC headquarters or leadership tours, which lead to the expert ability to assess, analyze, coordinate, and resolve complex legal, policy, and organizational issues affecting the Department of the Navy, the Navy, or the JAG Corps.

(5) MJLCT-specific considerations. Best qualified MJLCT officers competitive for selection to captain should have experience as an executive officer, as the senior counsel in charge of a prosecution (Region Legal Service Office or OSTC) or defense office, military judge, or a litigation leadership billet of equivalent complexity. The officer should have a substantial track record of superior performance in leading and training junior litigators. MJLCT officers will rarely have served in joint tours and because of their specialization, they should show a mastery of military justice litigation, but they may not have full command of the other core practice areas.

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j. For merit reorder consideration, valued achievements for
all paygrades:

(1) Extraordinary service to the fleet in high optempo
positions.

(2) Superior performance in remote locations. Special
consideration should be given to overseas, forward deployed,
remote CONUS, and at-sea service.

(3) Top recognized performer in all assignments.

(4) Successful performance in a position above current
paygrade, to include Acting in a billet for more than six
months.

(5) Measurable leadership actions to improve inclusion,
retention, and trust within the JAGC.

(6) Development and/or routine utilization of processes
that result in self-assessment, learning, and/or process
improvement.

(7) Significant contributions to recruiting efforts.

9. **Supply Corps (SC) Community Considerations**

a. The Navy requires SC professionals who possess a
comprehensive Navy-wide view of end-to-end supply chains. This
requires SC officers with a solid understanding of the
interconnectivity of acquisition and life cycle sustainment, supply
chain management, and operational logistics within the fleet and
joint force operating environments.

b. SC officers serve from the tactical edge aboard afloat
and expeditionary units, throughout the operational level of
war, across Navy's force generation foundry and deep into the
defense acquisition system. While there is no singular career
path for upward progression, assignments should reflect
diversity in scope, complexity, and mission commensurate with
their rank.

c. As the Navy's premier end-to-end supply chain
integrators, SC officers are expected to demonstrate sustained
superior performance in leadership billets of increasing
responsibility and complexity.

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d. SC officers learn the art and science of supporting logistics and sustainment missions through progressive exposure to Fleet and enduring complex problems. The board should look beyond the accumulation of subspecialty codes and AQDs for a balance of experiences which develop a broad perspective of the greater Navy logistics enterprise.

e. SC personnel are expected to leverage their knowledge, diversity of thought, and experience in order to build strong inclusive teams to ensure expeditious delivery of logistics and supply chain solutions. Education and continuous professional development are valued as a strategic imperative in understanding a competitive 21st century maritime environment.

f. Aggressive, action-oriented officers who have successfully proven their ability to lead people and organizations in tough, high-impact environments and have consistently exhibited sustained superior performance with increasing scope of responsibilities demonstrate potential to lead at the rank of captain.

g. Potential captains are expected to have exposure to a broad range of operational and experience tours in acquisition, supply chain management, and Fleet logistics. Board members should carefully examine a candidate's entire record to assess the officer's ability to leverage diverse experiences in order to manage complex processes in time, space, resources, and purpose to effectively integrate logistics and sustainment functions. Assignments at multiple echelons across the SC Lines of Operations should be given favorable consideration.

h. Due consideration should be given to those officers who demonstrate superior performance in Navy O-5 operational tours, as Executive Officers of Fleet Logistics Centers, or industrial support assignments of equivalent scope and complexity (e.g., NSY, FRC, RMC).

i. For merit reorder consideration, valued achievements prior to captain include:

(1) Those officers with breakout performance in challenging assignments aligned to the SC Lines of Operation.

(2) Superior performance in a Navy O-5 operational tour (desired).

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(3) Acquisition Professional Membership (APM) or Joint
Qualified Officer (JQO).

10. Chaplain Corps (CHC) Community Considerations

a. The CHC exists to support Sailors, Marines, Coast Guardsmen, and their families, in the exercise of their religious freedom. The opportunity to practice their faith wherever they serve has the benefit of increasing their personal resilience by building Spiritual Readiness. CHC officers should excel in Professional Naval Chaplaincy (PNC), delivering the CHC core capabilities of providing faith group-specific ministry to those of their own faith, facilitating for the religious needs of those from other faith traditions, caring for all personnel, and delivering relevant advice to commanders. Success and sustained exceptional performance at a level commensurate with or above their rank in these areas are important attributes to consider. The chaplains selected for promotion should be leaders of integrity who have demonstrated proficiency in personnel and project management, operational planning and execution, mastery of administrative processes, and commitment to the professional development of themselves, their subordinates, and the CHC. You must ensure that Navy CHC's future leaders possess the broad knowledge necessary to support the operating forces and are acknowledged leaders, demonstrated by their exceptional leadership ability, professional competence, and executive/staff roles in support of operational and shore assignments.

b. Career Paths. Because chaplains serve in the Navy, Marine Corps, Coast Guard, and Joint environments, there is no standard or expected career path. The CHC values initiative as indicated by the successful completion of arduous assignments, milestone billets, and IA/GSA/OCO/APH opportunities, and, in the case of RC chaplains, mobilizations. Chaplains demonstrate their professional development by mastering core competencies and agilely applying them to the contexts of their assignments rather than by accumulating experiences associated with any particular sequence of billets. In determining those officers best qualified for promotion, you should consider favorably those officers who have demonstrated sustained superior performance as indicated by evidence of excellence in the following twelve PNC supervision competencies:

(1) Communication

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- (2) Decision Making
- (3) Inspirational Leadership
- (4) Strategic Planning
- (5) Principles of Community
- (6) Quality Improvement
- (7) Stewardship and Managing Resources
- (8) Administration
- (9) Problem Solving
- (10) Service Focus
- (11) Teamwork
- (12) Managing People

c. The CHC values education, training, and professional development. All CHC officers enter service with at least one master's degree.

(1) Advanced Education. Officers who have participated in advanced education beneficial to the Navy (e.g., Navy-funded, personal expense, etc.) after entering service that leads to another master's degree, post-graduate certification, or doctorate degree should be given favorable consideration. Schooling associated with non-observed time should not be viewed as detrimental to promotion potential.

(2) Subspecialty requirements. Officers who have successfully applied subspecialty expertise in a follow-on tour (Religious and Culture, Pastoral Counseling, and Ethics) should be given favorable consideration.

(3) CHC Communities of Interest. Officers who have been appointed to lead a CHC Community of Interest should be given favorable consideration.

(4) Fleet Marine Force (FMF) Qualification Designator. Not all chaplains have the opportunity to be assigned to an FMF tour, but if they were, or are, then favorable consideration may

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be given to those who have been awarded the FMF Qualification Designator (AQD: 55F). Chaplains must have been assigned to an FMF unit for at least 12-months to be eligible for the FMF Qualified Officer, AQD: 55F.

d. Fitness Reports. Take special care when reviewing fitness reports written by officers of the Marine Corps, Coast Guard, Merchant Marines, or commanders in joint environments where reporting seniors may be unfamiliar with the Navy fitness reports system.

e. Navy Reserve Officers Recalled to Active-Duty. The CHC Community is a mix of direct accessions and indefinite recalls. 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 an active-duty peer's record.

f. Officers who have a successful track record of sustained superior performance and increasing scope of responsibilities in leadership, supervision, and/or major staff assignments indicate potential to succeed at the level of captain.

g. Officers who have successfully completed or have demonstrated superior performance in a complex commander tour, such as designated milestone tours or supervision of Religious Ministry Teams across multiple Echelons, indicate potential to succeed at the level of captain.

h. Additional valuable achievements. The board shall give favorable consideration to those officers with successful tours in a joint billet or completion of JPME.

i. For merit reorder considerations, superior performance should be demonstrated in a captain billet; the chaplain should be fully functioning at captain level; superior performance as demonstrated in a milestone tour, a joint billet, and/or completion of JPME (I or II); must possess impeccable professional ethics and be of the highest moral character; demonstrated team-builder; cultivates and sustains healthy relationships with senior military and civilian leadership.

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11. 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, including Facilities Management and Acquisition; Seabees, Naval Construction Force Units, or other expeditionary units; and, Navy/Marine Corps/Joint Staff. Integral to this performance, officers must possess exceptional people, teamwork, and 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. As Navy leaders, senior CEC officers are expected to take actions to improve inclusion and retention of a diverse workforce within the CEC Community and Seabees. Leadership actions include coaching, mentoring, and sponsoring subordinates. Leaders also advocate the use of professional development opportunities provided by the Navy such as Career Development Symposium, Tours with Industry, and Career Intermission Program.

c. Although there is no singular career path for upward progression, all officers under consideration for promotion must exhibit continued increase in job responsibility and job 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.

d. While all CEC officers recommended for promotion must be the best qualified within their respective promotion categories, the Navy requires CEC Community leaders with exceptionally high professional engineer and business competence.

e. Officers in the CEC Community are eligible for, and generally granted, a scientific waiver for the JQO designation requirement for flag officer promotion. However, JPME and joint experience are valued.

f. A limited number of CEC billets support NAVSPECWAR, the Ocean Facilities Program, COCOM staffs, instructor duty, 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

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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.

g. For merit reorder consideration, valued achievements for all paygrades:

(1) Successfully and continuously served in assignments normally filled by the next higher paygrade, or "Acting" in a similar billet, for more than six months.

(2) Top recognized performer in all assignments.

(3) Successful performance in multiple overseas, arduous, or operational / Individual Augment assignments.

(4) Leadership actions to improve inclusion and diversity within the CEC and Seabees.

(5) ACQ/PW qualification or certification in advance of requirement by grade.

(6) Other technical qualifications or certifications (e.g., PMP, CEM, LEED, etc.).

h. All fully qualified CEC captains should have demonstrated superior performance in their commander billets. The best qualified officers should have a track record of successful tours in quantifiable leadership positions with proven ability to lead and direct people and organizations in tough, highly visible, and challenging environments. Superior performance in O-5 command and/or as a Public Works Officer should be given heavy consideration.

i. A fully qualified officer's qualifications include: registered as a Professional Engineer (AQD: 951) or Registered Architect (AQD: 952); Contracting Professional (AQD: ACA); completion of Public Works Qualification Level 3 (AQD: 9P3); obtained DoN Acquisition Professional Membership (AQD: APM), and a technical or financial management post-graduate education relevant to the CEC career path with associated P-code or Q-code subspecialty.

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j. Highly valued achievements include JPME and other technical/professional certifications.

k. For merit reorder considerations, valued achievements prior to captain:

(1) Additional relevant education in business, engineering or military science fields beyond a single graduate degree.

(2) Selected for command by the Command Screening Board at current paygrade.

12. **Recommendation for Reorder of Officers of Particular Merit**

a. After the board has determined all best and fully qualified officers who should be recommended for promotion, it shall proceed to determine whether any of the recommended officers are of particular merit to be placed higher on the promotion list than their lineal number would place them. The officers recommended for merit-based reordering are, in the opinion of the majority of the members of the board, to be placed higher on the promotion list and in the order recommended; or, no officers are recommended for merit-based reordering, in the opinion of the majority of the members of the boards.

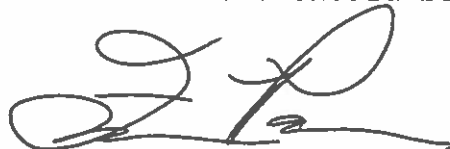
b. A number not to exceed 15 percent of the total selections authorized for each grade and competitive category may be placed higher on the promotion list unless the number calculated is less than 1, in which case the number that may be placed higher on the promotion list is 1. The board may determine that no officers should be placed higher on the promotion list than their lineal number would place them.

c. Officers of particular merit are those officers whose records contain documented performance consistently superior to the performance of other officers recommended for promotion by this board.

d. No officer recommended for promotion shall be moved down on the promotion list except by insertion of the name of an officer of particular merit above that officer's name.

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e. If the board recommends officers of particular merit be placed higher on the promotion list, then the boards shall recommend the order in which those officers should be placed on the list.

A handwritten signature in black ink, appearing to read 'F. R. Parker', with a long horizontal flourish extending to the right.

Franklin R. Parker

Statutory and Regulatory Promotion Objectives

PROMOTION SELECTION BOARDS

(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 Workforce (AW) 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 and below-zone) in the same grade.

AW 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.