



THE SECRETARY OF THE NAVY

WASHINGTON DC 20350-1000

AUG 20 2024

From: Secretary of the Navy
To: President, FY-26 Active-Duty Rear Admiral (lower half) Line and Staff Corps Promotion Selection Boards

Subj: ORDER CONVENING THE FY-26 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE AND STAFF CORPS ON THE ACTIVE-DUTY LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF REAR ADMIRAL (LOWER HALF)

Ref: (a) FY-26 Active-Duty and Reserve Navy Flag Officer Promotion Selection Board Precept
(b) DoD Instruction 1300.19 Change 1 of 18 May 2023

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

1. Date and Location

a. The promotion selection boards, consisting of you as president and the officers listed in enclosures (1) and (2), are ordered to convene at Navy Personnel Command, Millington, TN, at 0800, Tuesday, September 17, 2024, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, reference (a), and enclosure (3).

2. Promotion Board Authorized Selections. The zones for selection to flag have been set forth in the FY-26 Active-Duty Flag Officer Promotion Plan. The boards may recommend up to the number I have provided below.

<u>COMPETITIVE CATEGORY</u>	<u>NUMBER TO SELECT</u>
Unrestricted Line	19
Restricted Line	
Acquisition Line Community	3
Foreign Area Officer	1
Human Resources	1
Information Warfare Community	2
Public Affairs Officer	1
Staff Corps	
Civil Engineer Corps	1
Judge Advocate General's Corps	1
Senior Health Care Executive	1
Supply Corps	1

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3. **Best and Fully Qualified Selection Standard**

a. **Fully Qualified.** All officers recommended for promotion must be fully qualified; that is, each officer recommended must be capable of performing the duties of the next higher pay grade. Officers that do not meet this standard shall not be recommended for promotion.

(1) Officers fully qualified for promotion should show a readiness for leading and solving problems at larger and larger scales.

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

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

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

(2) As a matter of policy, the following are to be considered essential elements of a fully qualified officer:

(a) There should be no restrictions on an officer's assignability. An officer, once selected, must be capable of being assigned to a flag officer billet immediately upon confirmation by the U.S. Senate.

(b) There should be no restrictions on an officer's ability to assume any job on the Joint Duty Assignment List (JDAL). Unless eligible for a waiver under reference (b), a fully qualified officer must be designated as a Joint Qualified Officer (JQO) prior to promotion to flag rank.

(c) In accordance with reference (b), officers with particular scientific and technical skills, and officers with certain professional specialties, are eligible for a waiver from the JQO designation requirement. Scientific or technical waivers may be granted for officers in the following categories: Oceanography, Civil Engineer Corps, Engineering Duty Officer,

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Aerospace Engineering Duty Officer, Astronaut, Acquisition Professional Career Fields, Aviation Maintenance, and Public Affairs. Professional waivers may be granted for officers within the following categories: Medical Corps, Dental Corps, Medical Service Corps, Nurse Corps, Chaplain Corps, and Judge Advocate General's Corps.

(3) The Navy is composed of men and women representing dozens of different ethnic groups and hundreds of cultural heritages. Fully qualified officers must have shown the ability to successfully lead and mentor a diverse workforce, while executing the Navy's strategic diversity initiatives and effectively retaining the right quality and quantity of performance-proven personnel.

b. **Best Qualified.** Among the fully qualified officers, you must recommend for promotion the best qualified officers within their respective competitive category. The following core considerations should guide your recommendations. Members assigned to brief individual records are expected to use these considerations, as well as the competency and skills guidance in paragraph 5, in a format as directed by the board president to guide the review and structure of their briefs. Each board member is expected to apply this guidance when deliberating and voting. Considerations are:

(1) Proven and Sustained Performance

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

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

(c) You must consider that the future Navy and joint force leadership will be comprised of a mix of officers that have excelled in both traditional and alternate career paths. You must consider the critical competency/skill sets developed by officers who have excelled in alternate career paths. You must seek those officers that have been relentless in building a culture of the highest character...a tough, resilient team that wins. Our nation needs and expects their Navy to remain above reproach, as a force they can admire and rely upon. Further, this board's charter is to select the future leadership of the Navy. Superior leadership skills may be developed in a variety of assignments and may be found across the Navy from various communities, platforms, and career paths. There are no expectations that flag officers must be selected from only certain communities or platform assignments. Your challenge is to look broadly across the Navy without regard to community, platform, or career path to select the best qualified officers to serve as the future leaders of the Navy. Seek those officers that acknowledge the value of every Sailor and civilian. Seek those that take care of themselves and their families,

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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.

(d) Successful performance and leadership in combat conditions demonstrate exceptional promotion potential and should be given special consideration.

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

(f) A critical goal of the Navy is to encourage -- to demand -- innovation and efficiency to ensure that we retain an adaptive, flexible, and effective naval force able to anticipate events and win across the spectrum of conflict. In your consideration, recognize that the continued preeminence of the Navy in the future is inextricably linked to its ability to successfully change and to manage for efficiency. Our future depends on leaders who have demonstrated their awareness of this fact. Within the charter of best and fully qualified, seek to select these officers. Likewise, we must not restrict or limit the opportunity of any officer to think creatively, develop new ideas, take prudent risks, and maximize capabilities through sound management practices. Bear in mind that, in the context of a changing Navy, officers demonstrating innovative thinking, efficient management skills, prudent risk-taking, and effective business practices may reflect a variety of backgrounds.

(2) Education / Personal and Professional Development

(a) The Navy's ability to support future operational requirements depends on a well-educated and trained officer workforce. The Navy needs officers who have helped create a culture of continuous learning demonstrated by their professional development through education and training. You shall favorably consider professional military education (PME), relevant graduate education, and experience in specialized areas. The PME continuum integrates four components of education: advanced education, Navy-specific PME, JPME, and leadership development. Best and fully qualified candidates seek opportunities to improve performance by increasing their knowledge throughout their careers.

(b) Applying advanced education in subspecialty tours and achieving specialized skills as reflected in Additional Qualification Designator codes are significant career milestones.

(3) Statutory Promotion Objectives

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

1. joint duty, and
2. acquisition workforce

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(b) Success in these assignments should be given special consideration. The statutory joint duty and acquisition workforce objectives, which are delineated in enclosure (3), represent critical requirements, which warrant particular consideration when determining which officers are best qualified for promotion. Members must note, however, that these promotion objectives do not alter the best and fully qualified selection standard. Members are not to meet these promotion objectives if meeting the objectives requires selection of officers who are not the best and fully qualified.

(4) Demonstration of Core Attributes. The challenges facing our Navy are growing in scope, scale, and pace. To meet these challenges, the Navy needs 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, when an officer displays conduct that is upright and honorable, and who works to strengthen the resolve of their peers, superiors, and subordinates. Accountability may be demonstrated by achieving and maintaining high standards, honestly assessing progress, and adjusting as required. Officers demonstrate initiative by taking ownership, acting to the limit of their authorities, and looking at new ideas with an open mind. Toughness can mean marshalling all sources of strength and resilience, including rigorous training, encouraging the fighting spirit of our people, and providing steadfast support of our families. Officers who demonstrate these core attributes ensure the U.S. Navy remains the world's finest Navy and deserve your careful consideration when selecting officers who are best and fully qualified.

(5) COVID-19 Vaccine Refusal Adverse Information. Promotion Selection Boards will not consider any adverse information related solely to COVID-19 vaccine refusal in cases in which an accommodation was requested. If adverse information related solely to COVID-19 vaccine refusal is identified in an eligible officer's record, you will notify boards administrative support staff, who will direct you whether or not to consider the information.

(6) Indo-Pacific (IPC) 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.

(7) Direct Support of Overseas Contingency Operations (OCO)/ Irregular Warfare. The board should give favorable consideration to those officers who, while serving in the grade of O-6, have displayed superior performance in a leadership role while serving in direct support

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of OCO or in irregular warfare assignments, in particular those assignments that are extraordinarily arduous or which involve significantly heightened personal risk. These individuals are developing valuable combat and nation-building skills under stressful conditions. Such assignments may not be typical of the officer's traditional community career path and the officer may be rated by a reporting senior unfamiliar with the officer's specialty and the Navy fitness report system.

4. Equal Opportunity Guidance

a. Diversity is the strength of Our Nation. The Navy benefits when we capitalize on the diverse experience, perspective, innovative spirit, background, and ideas in our ranks. Diversity is 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 (DON) 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 (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.

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

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

5. Competency and Skill Guidelines

a. **Unrestricted Line.** Per 10 U.S.C. § 615(b)(4), the URL promotion selection board shall apply the following guidelines relating to the Navy's need to fill FY-26 critical vacancies with specified numbers of URL rear admirals (lower half) who possess the competencies and skills outlined in Table 1. In most cases, critical vacancies are identified in the table by officer designators, which themselves reflect the particular competencies and skills possessed by officers in the respective communities. You shall apply these guidelines in conjunction with the best and fully qualified selection standard, and in no case shall the Navy's need for specified numbers of officers to fill the vacancies be interpreted as a quota. As such, when applying the best and fully qualified standard, give strong consideration to those officers who possess the competencies and skills necessary to fill the FY-26 critical vacancies, as outlined below.

(1) The board is encouraged to give favorable consideration to some proven performers immediately out of major command who have not yet had observed performance in a follow-on staff tour. When evaluating performance in major command against the guidelines in table 1, the board should be mindful that the best and fully qualified officers with the competencies and skills required for the critical vacancies may have demonstrated proven performance in major command without having received a breakout number one Early Promote.

(2) Financial Management. Navy leadership must be able to develop and use the tools of sound financial management during decision-making processes. Those selected as flag officers will likely make decisions involving substantial resources directly resulting in warfighting readiness and lethality. Multiple one, two, and three-star flag billets such as FMB, N80, N9I, N9 and N8, as well as Joint Staff resourcing billets within J-8 require strong financial management experience as a prerequisite. Professional diversity in these senior flag financial management billets is key to long-term optimal resource allocation and warfighting readiness. It is critical that you carefully consider an officer's knowledge, skills, and abilities in financial management

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as you determine the future senior leadership in the Navy. Accordingly, in your deliberations, you should consider those officers who have proven themselves in the area of financial management favorably over those officers with similar records and performance who lack such proven skills.

(3) Operations Analysis. Senior Navy leaders must be able to fully leverage analysis and assessments to inform complex decisions involving substantial resources. Understanding and using big data analytics, statistical analysis, and optimization tools to improve Navy execution and drive stronger outcomes is fundamentally important to flag officer decision-making. Operations Analysis experience in senior flag billets is a key element for driving improved Navy decision making, valuation, and the assessments that underpin Navy positions. Accordingly, in your deliberations you should favorably consider those officers who have proven themselves in the area of Operations Analysis.

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

CRITICAL VACANCY	NUMBER OF OFFICERS NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Surface Warfare (111X)	3	Vacancies in O-7 billets require proven performance in major command. Must have commanding knowledge of naval and other service doctrine with the ability to employ joint and/or naval task forces in military operations worldwide or to employ new afloat platforms (LCS, DDG 1000, or unmanned). Demonstrated experience in surface warfare tactics and procedures required.
Surface Warfare (111X)	1	Vacancy in O-7 billet requires proven performance in major command. Must have commanding knowledge of naval and other service doctrine with the ability to employ joint and/or naval task forces in military operations worldwide. Demonstrated experience in surface warfare tactics and procedures and nuclear propulsion required.

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Submarine Warfare (112X)	2	Vacancies in O-7 billets require proven performance in major command. Exceptional knowledge in submarine warfare tactics and significant experience mentoring submarine commanding officers or training submarine crews as a major commander afloat is required. Demonstrated performance overseeing submarine force generation, employment, and operations at the post-command level, the ability to employ joint and/or naval task forces in military operations worldwide, or experience as a senior executive assistant/chief of staff/military assistant on the Joint Staff, OSD, OPNAV or Fleet/Type Commander staffs is required.
Special Warfare (113X)	1	Vacancy in O-7 joint billet requires proven performance in major command and joint assignment. Commanding knowledge of special warfare missions, tactics, and operational capabilities with the ability to employ joint and/or naval task forces in military operations worldwide is required.
Explosive Ordnance Disposal (114X)	1	Vacancy in O-7 billet requires proven performance in major command. Commanding knowledge of Navy Expeditionary Combat Force training, missions, tactics and operational capabilities with the ability to employ joint and/or naval task forces in military operations worldwide is required.
Installation Manager	1	Vacancy in O-7 billet requires proven performance in command of a major shore installation as well as additional post-major command experience in shore management (such as, but not limited to: a region staff, CNIC Headquarters, OPNAV N4, or ASN (EI&E) staff).
Naval Aviator / Naval Flight Officer (13XX)	4	Vacancies in O-7 billets require proven performance in major command to include nuclear carrier (CVN CO), carrier air wing (CAG), type aircraft commander (Commodore), task force or ship deep draft command (conventional CO). Must have commanding knowledge of naval and other service doctrine with the ability to employ joint and/or naval task forces in military operations worldwide and strong experience in strategic command and control, tactical aviation, and operational readiness.

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11XX/13XX	1	Vacancy in O-7 billet requires proven performance in major command. Must have commanding knowledge of naval and other service doctrine with the ability to employ joint and/or naval task forces in military operations worldwide. Extensive experience and a broad background in naval warfare is desired, giving favorable consideration for effectual performance in personnel management, programming, budgeting, requirements generation, cyberspace, space, information warfare, unmanned, and/or strategic mission.
11XX/13XX	1	Vacancy in O7 billet requires proven performance in command with specific experience in Space, Cyberspace and/or Information Operations.
11XX/13XX	1	Vacancy in O7 billet requires proven performance in command with specific experience in amphibious operations command.
11XX/13XX	2	Vacancies in O7 billets require proven performance in command with specific experience in post-O-5 command assignment in a Combatant Command and/or the Joint Staff.
11XX/13XX	1	Vacancy in O7 billet requires proven performance in command with specific experience in post-O-5 command assignment in a significant financial management billet. Effectual performance in programming, budgeting, and/or requirements generation is desired.

b. **Acquisition Line Community (ACO)**. The Navy has requirements for Acquisition Line flag officers with broad-based technical and acquisition business experience with proven records of flexibility, innovation, and change leadership. In the context of best and fully qualified, the needs of the Navy require officers with proven capacity for leadership and the competencies and skills identified in Table 2. The acquisition cadre benefits from both the extensive acquisition and maintenance expertise of the Engineering Duty (ED/1440), Aerospace Engineering Duty (AED/1500), and Information Warfare (IW/AP/18XX) communities and the operational experience of acquisition professionals who have commanded aircraft, ships and submarines (AV/AP/13XX, SW/AP/1110, SS/AP/1120). The board should take both of these diverse career paths into account as well as overall balance of the acquisition cadre when making their selection.

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

CRITICAL VACANCY	NUMBER OF OFFICERS NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
Acquisition Workforce (11X0/1440/18XX)	1	Vacancy in O-7 billet requires broad-based surface ship technical, acquisition, and/or maintenance experience. Experience as a Major Program Manager of an ACAT I/II ship (surface combatant/amphibious/aircraft carrier) and/or associated weapon systems acquisition program is required.
Acquisition Workforce (11X0 or 1440)	1	Vacancy in O-7 billet requires broad-based technical, acquisition, and programmatic experience in surface ship maintenance, repair, and/or salvage. Experience as a Regional Maintenance Center Commander or Major Program Manager of an ACAT I/II platform is required.
Acquisition Workforce (11X0/1440/18XX)	1	Vacancy in O-7 billet requires broad-based technical, acquisition, and combat systems experience. Experience as a Major Program Manager of an ACAT I/II surface ship, submarine or combat system acquisition program is desired. In-depth business acumen, innovative problem solving, technical expertise, and understanding of emerging technologies especially desired, including development, fielding, and support of sensors and related systems.

c. **Foreign Area Officer (FAO).** The officer you select should be able to serve either as Director, Navy International Programs Office (NIPO) or as a Defense Attaché, as well as lead the FAO community, in coordination with DCNO N3/N5.

(1) In making your determination to be fully qualified, officers must have demonstrated sustained superior performance in the following functions:

(a) Strategy, Policy & Plans (e.g. National Security Council, OSD, Dept of State, JS or CCMD J5, or N5 teams);

(b) Senior Defense Official/Defense Attaché (SDO/DATT) or Naval Attaché; or Embassy Security Cooperation Officer (SCO). SDO/DATTs hold responsibility for all attaché and SCO functions at a U.S. Embassy and serve as the leader of the integrated Department of Defense (DoD) mission in the country assigned.

(2) The best qualified officers will have demonstrated superior leadership capabilities, team building, strategic thinking, campaign and security cooperation planning, problem-solving,

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and a history of delivering relevant outcomes especially in, but not restricted to, one or more of the following roles:

- (a) Leading OPNAV N51;
- (b) Leading an Echelon III Fleet N5 or Echelon II Fleet N51/N52 directorate;
- (c) Leading embassy teams as an O6 SDO/DATT or O6 SCO chief;
- (d) Leading the NIPO Global Security Cooperation Directorate.

(3) Relevant additional experience includes service in a FAO community role where the officer gained insight into community enterprise management: Chief of Staff (OPNAV N51), detailer, community manager, community policy advisor, or service on the Council of Captains.

d. **Human Resources (HR)**. The officer selected for promotion to rear admiral (lower half) will be part of the leadership team responsible for planning and executing Secretary of the Navy (SECNAV) and Chief of Naval Operations' (CNO) workforce strategy and goals as well as the sizing, shaping, and stabilizing of the Total Force, with emphasis on developing and supporting Sailors, Navy civilians, and their families. Additionally, the officer will be expected to support the Navy and joint warfighting missions, and as such, must have knowledge, skills, and abilities in both Navy (active and reserve) and joint manpower, personnel, training, and education areas. The HR community is responsible for planning, programming, and the life-cycle management of the Navy's most valued resource -- people. CNO's focus on recruiting, training, and retaining a diverse, high-performing, and mission-focused force requires the officer selected possess a balance of experience in HR competencies and career tracks, with recent experience within the MyNavy HR enterprise and familiarity with the HR Service Delivery Model. In order to meet the complex challenges that face our Nation and the Navy, the officer selected needs extensive leadership and change management experience, including successful tours in major command and HR strategy, plans and policy, and transformation. The officer selected needs to be able to apply MyNavy HR expertise to improve policies, programs, and procedures to optimize HR services delivery. To take a leadership role in our aggressive efforts to streamline personnel and pay processes, the officer must be an innovator, with proven ability and experiences to aggressively lead change and deliver results during critical implementation stages of the MyNavy HR transformation. Additionally, the officer will be expected to redesign HR services and processes to optimize the experience for Sailors and their families while improving overall system performance, applying theory, principles, and data regarding the relationship between humans and respective technology. The officer selected should also have hands-on experience developing and implementing MyNavy HR transformation efforts. To lead continued improvements in MyNavy HR business processes and establish cutting edge predictive analytics capabilities, a master's degree or higher in an HR-related field with demonstrated analytical skill is also valued.

e. **Information Warfare Community (IWC)**. The Navy needs two officers who are agile, flexible, and capable of leading across the broadest range of IW disciplines in support of employing joint and/or naval task forces in military operations worldwide. Recent experience in

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the IPC area of responsibility is highly desired. As such, board members should view an officer's performance in leadership assignments as an indicator of their ability to serve as an IWC flag officer. In making your determination to be fully qualified, officers must have demonstrated success in O-6 command. Best qualified officers will also have demonstrated success in leadership in operationally challenging environments and in post-major command critical assignments. Specific requirements:

(1) The Navy needs one officer with proven experience in the application of operational and tactical meteorology and oceanography capabilities/effects in naval warfare. Flag officer required to serve as Commander, Naval Meteorology and Oceanography Command, and simultaneously as Oceanographer / Navigator of the Navy. Experience in the operational integration of IW effects coupled with educational background in science and multiple operational tours in meteorology and oceanography disciplines are highly desired.

(2) The Navy needs one officer who has proven performance in command and extensive experience in information intensive capabilities across all IW disciplines and all warfare areas and domains. Must have experience in Joint operations and integrating IW effects at the tactical and operational levels in Joint and Navy intelligence positions.

f. **Public Affairs Officer**. The officer you select will serve as the Chief of Information (CHINFO) and the community manager/program sponsor for the Public Affairs community. CHINFO is a strategic advisor to SECNAV, the Secretariat, the Chief of Naval Operations and the OPNAV staff. In coordination with the Office of SECNAV, he or she will supervise the provision of public affairs and related programs and services and lead development of its officers, enlisted and civilian members. CHINFO provides strategic counsel on public and internal communication, community engagement, media relations and provides advice on public affairs policies and programs. Consistent with these obligations, I have developed the following criteria, set out below in order of significance, to which you are to adhere in making your selection:

(1) CHINFO advises SECNAV and CNO on public communication matters, policies, and programs; community outreach; workforce communication; and public affairs aspects of Navy operations, and activities, and incidents. As such, the officer you select must be able to provide expert, informed, high-level, and unvarnished counsel to senior Navy leaders. Successful experience in consequential billets providing direct support to DON senior leadership, OSD, Joint Staff, or a Combatant Commander is desired. Additionally, civilian accreditation in public relations and military or certification as a strategic communication management professional is highly desired.

(2) The officer you select must be able to forecast and navigate the complexities of synchronizing and aligning communication activities among senior DON leaders, service, joint, and DoD stakeholders. This officer must be always available and well-skilled at managing and prioritizing competing communication requirements. Experience and familiarity with Washington, D.C. interagency procedures is highly desired.

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(3) The officer you select must possess the temperament, appetite, and ability to effectively lead the procurement, training, assignment, retention, and career progression of the more than 270 naval officers, 1,200 enlisted, and 800 civilians comprising the Public Affairs community. Additionally, the officer will be expected to efficiently satisfy the increased demand for strategic communication capability across the DON and Joint leadership, and effectively negotiate the risks associated in managing growth.

(4) CHINFO exercises management and control over all Office of Information field activities and, in coordination with the Office of SECNAV, provides direction to public affairs programs throughout the Navy. For this reason, the officer you select must possess experience in, and practical knowledge of procedures and practices of the Navy public affairs program and at the headquarters level of the DON. Additionally, the officer you select must have knowledge of the needs of the operational forces and demonstrated superior performance in providing public affairs capability to fleet and shore establishments.

(5) Any good strategic advisor will also be a team-builder. CHINFO must cultivate and sustain healthy relationships internally with other staff members, as well as externally with members of the media. Such relationships not only ensure effective results, but also help provide venues through which context and understanding of the Navy's operations, decisions, and policies are best fostered. The officer you select must have proven ability to forge and use powerful, meaningful relationships.

g. **Civil Engineer Corps.** As the Navy's and Marine Corps' Civil Engineers, the CEC manages and directs the Navy's expeditionary engineering and Systems Command (SYSCOM) infrastructure life-cycle efforts for the shore across the globe through all phases of military operations.

(1) Civil Engineer Corps billets develop four broad skill sets:

(a) Naval Construction Force and Expeditionary Leadership/Contingency-Theater Engineering;

(b) SYSCOM Technical Authorities for construction, facilities, real estate, and equipment acquisitions;

(c) Public Works Management; and

(d) Navy or Joint Staff.

(2) Service in Operational/Expeditionary units (Seabees, special warfare, U.S. Marine Corps, or other Navy Expeditionary Combat Command commands) develops contingency/expeditionary engineering expertise and tactical proficiencies, and service in Facilities Engineering Commands and Officer-in-Charge Construction Commands develops the SYSCOM Technical Acquisition Authorities and Public Works Management competencies. Staff assignments typically draw upon all four skill sets.

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(3) Civil Engineer Corps officers are expected to develop competence in all four skill sets through ever-increasing job responsibility, attainment of professional qualifications, and command.

(4) Civil Engineer Corps officers are expected to earn a warfare qualification, be designated as a member of the acquisition workforce, and earn licensure as a Professional Engineer or Registered Architect.

(5) Civil Engineer Corps officers are expected to attain a Masters-level degree in engineering or architecture, construction management, or business management.

(6) Excellence in command of a Facilities Engineering Command, Seabee/Expeditionary Command, or other shore command at both the O-5 and O-6 level, O-6 theater tours, flag staff assignments to include experience in Planning Programming, Budgeting, and Execution System process, and proficiency in community matters are strong indicators of an officer's ability to meet the increased demands of community flag leadership positions.

h. **Judge Advocate General's (JAG) Corps**. The Navy needs one judge advocate for assignment as Commander, Naval Legal Service Command (NLSC).

(1) NLSC. An Echelon II command that provides specified legal services to the fleet and shore establishments. The subordinate commands and the legal services provided are as follows:

(a) Eight Region Legal Service Offices (RLSOs) (Echelon III commands) prosecute non-covered court-martial cases; provide legal assistance services to Sailors and family members to facilitate warfighting readiness and address civilian legal matters that distract from readiness, such as landlord-tenant disputes; and provide or facilitate legal advice for installation commanding officers and commands without their own staff judge advocate.

(b) Four Defense Service Offices (DSOs) (Echelon III commands) advise and represent Sailors facing court-martial, administrative separation, and other administrative or non-judicial action; and advise Sailors who are under investigation by the Naval Criminal Investigative Service, the Naval Inspector General, or a command investigation.

(c) The Victims' Legal Counsel program advises and represents Sailors and family members who are victims of sexual assault and domestic violence offenses across the globe through the reporting, investigation, and any associated military justice or administrative process.

(2) In determining the officer who is best qualified to perform the duties of NLSC, the following considerations will guide your recommendation.

(a) Performance in Command. Performance in command is the defining test for all top naval officers, and demonstrated success in command represents the preeminent test of an officer's leadership and judgment. NLSC leads 12 O-6 commanding officers, three senior supervisory O-6 (post-command) judge advocates, and an O-6 (post-command) Inspector General. NLSC is a world-wide organization with approximately 1,000 officers, enlisted

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personnel, and civilians providing legal services to the fleet and shore establishment. NLSC must be led by a flag officer who understands the challenges of command and who can capably lead a complex legal organization serving a variety of Navy clients.

(b) Leadership and Alignment to Serving the fleet and Shore Establishment. NLSC reports to the CNO and must coordinate closely with the JAG of the Navy and other senior leaders on a wide range of matters related to legal services and allocation of resources. In their past assignments, the officer you select must have demonstrated the ability to form cohesive teams, to provide oversight of legal services performed by others, and to meet the legal needs of the Fleet and warfighter. These and other traits of superior leadership may be developed and demonstrated in billets both inside and outside NLSC, and equivalent levels of performance will be valued the same, regardless of the type of billet in which they were demonstrated. For example, valuable legal services are performed by Type Commander, region, or fleet staff judge advocates; although different in nature, valuable legal services are also performed by those in critical roles such as military judge and leading other litigators (e.g., supervisory special trial counsel, senior defense counsel, trial department head (formerly, senior trial counsel), and officers-in-charge of litigation offices).

(c) Legal Supervision, Resourcing, and Community Responsibilities. NLSC performs an important role in ensuring that legal services are competently and professionally performed, without conflicts of interest or violations of the rules of professional responsibility. In addition, the officer you select will work closely with the JAG, Deputy JAG, Assistant JAG (Operations and Management), and others, such as Budget Submitting Offices and resource sponsors, in prioritizing and allocating billets and financial resources to accomplish the mission of NLSC in serving the fleet and shore establishment. Finally, the officer you select will have a significant leadership role in the JAG Corps community, working closely with the JAG and the Deputy JAG on professional development, talent management, and other community initiatives. In carrying out these responsibilities, the officer selected will be aided by a firm understanding of the legal needs of the Fleet, and knowledge of the operations of the Office of the JAG at the headquarters level.

(d) Equal Consideration for Officers in the Military Justice Litigation Career Track. Since 2007, the JAG Corps has maintained a separate career track for officers who specialize in prosecuting, defending, and judging criminal cases. After competitive selection by an administrative board, these officers spend significant portions of their careers in litigation-related billets. Although these officers spend limited time directly assigned to fleet units, the traits and abilities noted in these competency and skills guidelines can be developed and demonstrated by officers in the military justice litigation career track as well as officers in the generalist career path.

i. **Senior Health Care Executive**

(1) Navy Medicine requires one O-7 officer, who possesses knowledge and experience in a variety of settings including Fleet and Fleet Marine Corps operational medicine, joint medical operations, and garrison health care delivery missions. As such, board members should view an officer's performance in operational and healthcare leadership assignments as an indicator of

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their ability to serve as a SHCE flag officer. Officers must have demonstrated exceptionally high professional competence applying Navy-proven leadership, critical thinking, and problem-solving best practices that empower their personnel to achieve systems-based sustained superior performance across all facets of health services support. They must understand Fleet/Fleet Marine Force requirements development and acquisition processes. They must be leaders who have shown a willingness to readily assess themselves and their organization with honesty, humbleness, and transparency. They must possess the skills to accomplish data-driven, risk-informed process improvements addressing systematic root causes of identified problems and creating an environment to identify risk at every level. Our naval medical leadership must be drawn from those officers who come from diverse medical backgrounds that clearly understand and demonstrate capacity to successfully meet Navy Medicine's obligation to deliver trained and certified medical capabilities facilitating all phases of force development, force generation, force preservation, and full restoration of the warfighter. Strongest consideration should be given to those officers who have demonstrated success in O-6 command, leadership in operational environments, and major headquarter tours such as Fleet/Type Commander staff, OPNAV, Bureau of Medicine, or Defense Health Agency.

(2) 10 U.S.C. § 1251(a) establishes the general rule that a regular officer serving below the grade of O-7 shall be retired on the first day of the month following the month in which the officer becomes 62 years of age. 10 U.S.C. § 1253(a) establishes the general rule that a regular commissioned officer serving in a flag officer grade, unless separated or retired earlier, shall be retired on the first day of the month following the month in which the officer becomes 64 years of age. There are no statutory exceptions to this general rule applicable to medical community flag officers. If an officer will be 64 or older upon the effective date of appointment to the grade of O-7, 10 U.S.C. § 1253 would prevent the officer from serving in the grade of O-7. If the officer is under 64 years of age upon the effective date of appointment, but subsequently turns age 64 at a later date, 10 U.S.C. § 1253 would require an involuntary retirement for age. Generally, officers who voluntarily retire must serve three years in the grade of O-7 to retire as an O-7. In your deliberations you may consider these statutory age requirements to the degree that they may affect an officer's ability to best serve the Navy's needs as an O-7.

j. **Supply Corps.** The Navy has Supply Corps flag officers serving in a wide array of Navy and joint assignments requiring expertise in diverse functional areas. When selecting future Supply Corps flag officers, the most fully qualified officers under consideration will be both JQO and acquisition workforce. In accordance with 10 U.S.C. § 619a and reference (b), Supply Corps officers designated acquisition workforce may receive a technical waiver of the JQO requirement. Supply Corps officers not designated acquisition workforce are statutorily required to be JQO in order to be appointed to the grade of O-7. Future leaders of the Supply Corps should possess:

(1) Exceptional leadership ability with demonstrated integrity and success in O-6 command assignments.

(2) Acknowledged leadership within one principal Supply Corps competency (supply chain management, life-cycle-logistics, acquisition, contracting, financial, or fleet logistics at the operational level of war), and experience in another.

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(3) Broad experience supporting Navy's operational forces and the logistics support network that supports them.

(4) The officer selected must be able to perform effectively and contribute at the highest levels to drive end-to-end supply chain integration and reform Navy's supply chains to increase readiness, lethality, and affordability.

6. The Official Navy Record Markup Program (ONRMP) will be utilized to "pre-markup" records with fitness report trend lines, individual trait averages above reporting senior cumulative average, rank changes, and tour lines. The board member assigned is responsible to ensure ONRMP's accuracy during record review.



Carlos Del Toro

STATUTORY AND REGULATORY PROMOTION OBJECTIVES

(These objectives DO NOT alter the best and fully qualified selection standard discussed in the convening order)

1. **Statutory Joint Objectives.** For officers assigned to joint duty, within the best and fully qualified standard, the board shall strive to ensure that the following statutory promotion objectives are achieved:

a. Officers who are serving, or have served, on the Joint Staff (JS) are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for officers in the same grade and competitive category who are serving on, or have served on, Navy Headquarters staff; and,

JS Rate \geq HQ Rate of Selection

b. Officers in the grades of lieutenant commander or above, who have been designated as a joint qualified officer (JQO), are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for all officers in the same grade and competitive category.

JQO Rate \geq Overall Selection Rate for Category

2. **Statutory Acquisition Workforce Objective.** In accordance with 10 U.S.C. § 1731, Acquisition (ACQ) Workforce officers are expected, as a group, to be promoted at a rate not less than the rate for all line (or the equivalent) officers (both in-zone (IZ) and below-zone (BZ)), in the same grade.

ACQ Workforce Rate \geq All Line (or Equivalent) Selection 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.