



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

SEP 11 2025

From: Secretary of the Navy
To: President, FY-27 Active-Duty Rear Admiral (lower half) Line and Staff Corps Promotion Selection Boards

Subj: ORDER CONVENING THE FY-27 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-27 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 and individuals listed in enclosures (1) and (2), are ordered to convene at Navy Personnel Command, Millington, TN, at 0800, Tuesday, September 16, 2025, 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-27 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
Information Warfare Line	
Information Warfare Community	2
Restricted Line	
Acquisition Line Community	3
Foreign Expertise Officer (FE1)	1
Staff Corps	
Chaplain Corps	1
Judge Advocate General's Corps	1
Senior Health Care Executive	2
Supply Corps	2

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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. 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 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 ethical standards, are physically fit, and demonstrate loyalty to the Navy Core Values.

(2) 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 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 varied 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 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.

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

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(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, 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 (CHC), and Judge Advocate General's Corps (JAG).

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 other leadership positions in difficult and challenging assignments is a definitive measure of fitness for promotion. Furthermore, contributions to warfighters and warfighting through successful performance and leadership in combat conditions demonstrate exceptional promotion potential and should be given special consideration. 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. Look for those that take fierce pride in this obligation. Select the officers that are the example their team reflects and those that embody humility, selflessness, and complete transparency.

(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

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alternate career paths. 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. 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. Consider those that take care of themselves and their teammates. 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.

(2) **Competence.** In addition to proven and sustained superior performance in command and 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 / Personal and Professional Development

1. 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) and experience in specialized areas. The PME continuum integrates four components of education: advanced education, Navy-specific PME, Joint PME (JPME), and leadership development. Best and fully qualified candidates seek opportunities to improve performance by increasing their knowledge throughout their careers.

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

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

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(d) Direct Support of Overseas Contingency Operations (OCO)/ Irregular Warfare.

The board may 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 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.

(e) Ensures adherence to standards while fostering innovation. Every officer must build on an understanding of standards to think creatively, develop new ideas, take prudent risks, and deliver superior outcomes. Innovative officers, who can build great teams that innovate as they manage risk and ensure standards, may come from a variety of backgrounds.

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

(a) Posses and openly demonstrate the four 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 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) Build strong culture and teams while achieving measurable outcomes. You should give careful consideration to officers who demonstrate the following behaviors:

1. Relentlessly build a culture of the highest character – a tough, resilient team that wins.
2. Acknowledge and honor the value of every Sailor and civilian.
3. Take care of themselves and their teammates.
4. Lead with humility, with the ability to self-assess.

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5. Always do the right thing, especially when it is hard.

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

(c) Demonstrate a commitment to personal and professional growth. You should give careful consideration to officers who build on our Core Values of commitment in how they demonstrate a “Get Real, Get Better” mindset; use data-driven insights; master the skills critical to naval warfare; and act transparently in how they receive feedback from seniors, peers, and subordinates alike.

(d) Are loyal to and behave consistently with the Navy’s Core Values. You should give careful consideration to officers who actively pursue what is right and display behavior consistent 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.

(4) **Championing a Culture of Excellence.** The boards should give favorable consideration to those officers who are deliberate in how they build great people, leaders, and teams. This is demonstrated through emotional intelligence, self-awareness, and investing in their people’s needs.

(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. Additionally, you shall not consider any other adverse information related solely to COVID-19 vaccine refusal. If adverse information related solely to COVID-19 vaccine refusal is identified in an eligible officer’s record, you will notify the board administrative support staff.

(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 the People’s Republic of China continues to seek economic and military dominance, 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, and operational contingency planning for Indo-Pacific war plans.

(7) **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:

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1. joint duty, and
2. acquisition workforce

(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. Equal Opportunity Guidance

a. 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), sexual orientation, or national origin. The Navy demands 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), sexual orientation, and national origin are given fair and equitable consideration.

b. Your evaluation of all officers must be fair and equitable. You should evaluate each officer's potential to assume the responsibilities of the next higher grade, with the overriding factor being performance of assigned duties.

c. 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), 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.

d. The Navy has assigned some officers outside of traditional career development patterns (including but not limited to the following types of assignments: institutional instructors and recruiting 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 previously. Such assignment practices

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should not prejudice the selection of these men and women for promotion. 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.

e. 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), sexual orientation, or national origin.

5. Competency and Skill Guidelines

a. **Unrestricted Line (URL).** 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 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 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, N91, 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 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

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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)	4	Vacancies in O-7 billets require proven performance in major command to include DESRON, IAMD, PHIBRON, or SURFGRU CDRE. Must have demonstrated expertise in the generation and/or employment of joint and/or naval task forces in military operations worldwide, and/or nuclear propulsion. At least one experience-based tour in operations/policy, resources/requirements, or personnel.
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, post-major command strategy/policy experience, 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)	2	Vacancies in O-7 joint billets require 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.
Installation Manager	1	Vacancy in O-7 billet requires proven performance in command of a major shore installation and 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).

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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.
111X/112X/13XX	2	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.
111X/112X/13XX	1	Vacancy in O7 billet requires proven performance in command with specific experience in Space, Cyberspace and/or Information Operations.
111X/112X/13XX	1	Vacancy in O7 billet requires proven performance in command with specific experience in amphibious operations command.
111X/112X/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.

b. **Information Warfare Community (IWC).** The Navy needs two officers who are agile, flexible, and capable of leading across the broadest range of Information Warfare (IW) disciplines in support of employing joint and/or naval task forces in military operations worldwide. Recent experience in 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 leading in operationally challenging environments and in post-major command critical assignments. Specific requirements:

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

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Warfighting Development Center (NIWDC). This officer should have broad experience underway in Carrier Strike Group operations and employment of IW mission sets, warfare doctrine, tactics, techniques and procedures.

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

c. **Acquisition Line Community (ACQ).** The Navy has requirements for 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.

**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 a shipbuilding program (surface combatant/amphibious/ aircraft carrier) and/or associated weapon systems acquisition program is required.
Acquisition Workforce (13XX/15XX)	1	Vacancy in O-7 billet requires broad-based technical, acquisition, maintenance, and sustainment experience. Experience as a Major Program Manager of an aviation acquisition program is required.
Acquisition Workforce (11X0/1440)	1	Vacancy in O-7 billet requires significant experience successfully leading nuclear-capable public shipyards with expertise in maintenance and repair of both aircraft carriers and submarines

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d. **Foreign Expertise Officer.** Vacancy in joint billet requires an officer with thorough operational background, knowledge of joint matters, experience in strategy development/policy formation, and familiarity with national strategy implementation, including the inter-agency process of national security decision-making. Previous attaché experience, joint or inter-agency assignment, and substantive international experience, and security cooperation/building partner capacity experience are required. The officer selected must be capable of excelling throughout the full spectrum of Senior Defense Official/Defense Attaché responsibilities to include: representing the Defense Intelligence Agency and leading an intelligence team in-country, effectively advising senior Department of Defense leadership; offering substantive counsel to the assigned United States Ambassador and Country Team; guiding policy makers and related discussions involving high-level policy/strategy development; managing multi-unit personnel and administrative, fiscal, logistical, and reporting demands. Other highly desirable attributes include: security cooperation experience, knowledge of Russian culture and language; broad exposure to the EURASIA region; leading the integration of Joint Force Operations abroad; previous Combatant Command and/or Washington, D.C. assignments with a focus on policy formation; strong exposure to the development of strategic objectives (especially relating to Great Power Competition); an advanced academic degree rooted in international security; attendance at Senior Service College and some practical or academic experience in Russian topics.

e. **Chaplain Corps.** The officer you select will serve as the Deputy Chief of Chaplains, Deputy Director for Religious Ministry for the Department of the Navy, and as the Chaplain of the Marine Corps; and must have, to the greatest extent practicable, the following broad base of qualities and experience:

(1) The officer you select must possess impeccable professional ethics, must be of the highest moral character, and must advocate for the spiritual readiness of Sailors, Marines, and Coast Guardsmen as critical to mission readiness. The officer you select must be more than a good chaplain; they must be a proponent of professional naval chaplaincy.

(2) You must consider that CHC officers serve in diverse assignments across the Navy, Marine Corps, Coast Guard, and Merchant Marines. There are no expectations that you select a CHC flag officer from a particular assignment. However, sustained superior performance in a senior leadership position(s) (e.g., command, executive assistant to the Chief of Chaplains, Fleet/claimant chaplain, senior flag officer/general officer staff, division director on Chief of Chaplains staff, etc.) is a significant test for all top CHC officers.

(3) The officer you select should have experience in, and practical knowledge of, procedures and practices at the headquarters level of the Department of the Navy; and be familiar with the inner workings of the Chief of Chaplains' headquarters. Accordingly, they must be able to work effectively with senior military or civilian leadership in the Department of the Navy, the Office of the Secretary of Defense, service chiefs, civilian leadership, and the Armed Forces Chaplains Board.

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(4) The officer you select should demonstrate the leadership traits of modeling self-awareness, creating psychological safety in the team, advocating a growth mindset, and demonstrating professional curiosity. Additionally, the officer selected should demonstrate an alignment on standards and goals, identifying shortfalls, using proven problem-solving methods, elevating barriers, encouraging mutual learning and mentorship, and specifying ownership.

(5) The officer you choose should exhibit exceptional leadership skills within a complex organization and across all three sea services. They must be able to navigate and balance competing requirements to strengthen the CHC's support of military leaders. Additionally, the officer should have the ability to provide sound advice to senior executives and commanders, align with mission priorities, foster team building, collaborate across the sea services, and maintain positive, productive relationships.

f. **Judge Advocate General's Corps.** The officer you select will serve as the Navy Lead Special Trial Counsel (NLSTC). In accordance with paragraph 3.b of this convening order, the officer recommended for promotion will be the one whom the majority of the members of the board considers best qualified; that is, the officer determined to be the most capable of performing the duties and responsibilities of the NLSTC.

(1) NLSTC. Responsible for the overall supervision and oversight of the activities of the Navy Office of Special Trial Counsel (OSTC). The NLSTC will lead the OSTC and report directly to the Secretary of the Navy (SECNAV). The mission of the OSTC is to provide highly skilled, specialized, and ethical representation of the United States in the investigation and trial-level litigation of all covered offenses. Covered offenses are Articles 117a (wrongful broadcast or distribution of intimate visual images), 118 (murder), 119 (manslaughter), 119a (death or injury of an unborn child), 120 (rape and sexual assault), 120a (mails: deposit of obscene matter), 120b (rape and sexual assault of a child), 120c (other sexual misconduct), 125 (kidnapping), 128b (domestic violence), 130 (stalking), 132 (retaliation), 134 (child pornography), 134 (formal, substantiated complaint of sexual harassment), and conspiracy, solicitation or attempt to commit one of these offenses.

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

(a) **Military Justice Expertise.** The selected officer must be highly skilled and experienced in military justice, specifically the investigation and trial-level prosecution of covered offenses. The required level of skill and experience is generally developed through multiple tours as a trial counsel and supervisor of trial counsel. Judge advocates holding the qualification of "expert" in the military justice litigation career track (MJLCT) have demonstrated significant qualitative and quantitative military justice litigation experience and leadership of judge advocates. Officers designated as expert in the MJLCT generally have more than 12 years of litigation experience, including as both trial and defense counsel and potentially as a military judge, and have substantially participated in over 50 courts-martial as either counsel or military judge. The selected officer should have similar experience to an expert in MJLCT, and designation of an officer as MJLCT expert shall be given favorable consideration. The board shall give favorable consideration to those officers who have demonstrated superior

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performance while holding billets requiring military justice significant experience and an in-depth knowledge of military justice. Such billets include, but are not limited to, trial counsel, defense counsel, Office of the Judge Advocate General (OJAG) (Criminal Law Division), Naval Justice School instructor in criminal law or trial advocacy, Trial and Defense Counsel Assistance Program, Staff Judge Advocate positions with a significant military justice component, appellate counsel, military judge, and appellate judge.

(b) Military Justice Supervision. The selected officer will oversee all trial-level prosecutions of covered offenses. The board shall give favorable consideration to those officers who have proven performance in leadership positions related to military justice. Such billets include, but are not limited to, Senior Defense Counsel or Senior Trial Counsel, Commanding Officer or Executive Officer, Deputy Lead Special Trial Counsel or Region Special Trial Counsel, OJAG Division Director, Chief Circuit Judge (trial level), Senior or Chief Judge (trial or appellate level), Assistant Judge Advocate General, and Chief Judge, Department of the Navy.

(c) 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. The selected officer will lead the largest prosecution office in the Navy, as all special trial counsel, special trial counsel paralegals and administrative support personnel are assigned to the OSTC. The selected officer will be responsible for the training and professional development of these personnel. Accordingly, success in command shall be given favorable consideration.

(d) Leadership and Alignment to Serving the Fleet and Shore Establishment. NLSTC reports directly to SECNAV, without intervening authority, and must coordinate closely with SECNAV and other senior leaders on a wide range of matters related to the OSTC legal services and allocation of legal resources. In his or her 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 the officer's military justice experience.

(e) Legal Supervision, Resourcing, and Community Responsibilities. NLSTC 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 SECNAV and others, such as budget submitting offices and resource sponsors, in prioritizing and allocating billets and financial resources to accomplish the mission of the OSTC in serving the Fleet and shore establishment. Finally, the officer you select must maintain the independence of the OSTC while also working closely with the Judge Advocate General and the Deputy Judge Advocate General on professional development and talent management. In carrying out these responsibilities, the officer selected must be aided by a firm understanding of the legal needs of the Fleet and shore establishment.

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g. **Senior Health Care Executive (SHCE)**

(1) Navy Medicine requires two officers who possess 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 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 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 and Marine Forces/Marine Expeditionary Forces staff, OPNAV, Bureau of Medicine, or Defense Health Agency. One SHCE officer will serve as The Medical Officer to the Marine Corps.

(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.

h. **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:

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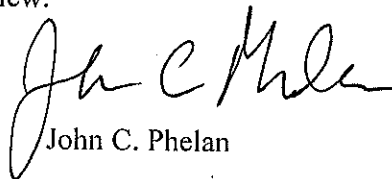
(1) Exceptional leadership ability with demonstrated integrity and success in O-6 command assignments.

(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.

(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.


John C. Phelan

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.