



THE SECRETARY OF THE NAVY  
WASHINGTON DC 20350-1000

OCT 8 2025

From: Secretary of the Navy  
To: President, FY-27 Navy Reserve Rear Admiral (lower half) Line Promotion Selection Board

Subj: ORDER CONVENING THE FY-27 PROMOTION SELECTION BOARD TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PROMOTION TO THE PERMANENT GRADE OF REAR ADMIRAL (LOWER HALF)

Ref: (a) FY-27 Active-Duty and Reserve Navy Flag Officer Promotion Selection Board Precept

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

1. **Date and Location**

a. The promotion selection board, consisting of you as president and the officers and individuals listed in enclosures (1) and (2), is ordered to convene at Navy Personnel Command, Millington, TN, at 0800, Tuesday, October 28, 2025, or as soon as practicable thereafter.

b. The board 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 Navy Reserve Flag Officer Promotion Plan. The board may recommend up to the number I have provided below.

COMPETITIVE CATEGORY  
Unrestricted Line

NUMBER TO SELECT  
10

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.

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OF THE NAVY FOR PROMOTION TO THE PERMANENT GRADE OF REAR  
ADMIRAL (LOWER HALF)

(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.

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

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ADMIRAL (LOWER HALF)

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 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

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ADMIRAL (LOWER HALF)

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.

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

The board should give favorable consideration to those officers who, while serving in leadership assignments in the grade of O-5 or above, have displayed superior performance 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) Possess 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

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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.
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 board 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.

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**(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 Objective**

(a) The joint duty competency/skill set is of such great importance to the Navy’s future operational requirements that there is a specific statutory goal associated with it.

(b) Success in joint duty assignments should be given special consideration. The statutory joint duty objective, which is delineated in enclosure (3), represents a critical requirement which warrants particular consideration when determining which officers are best qualified for promotion. Members must note, however, that this promotion objective does not alter the best and fully qualified selection standard. Members are not to meet this promotion objective if meeting the objective 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;

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(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

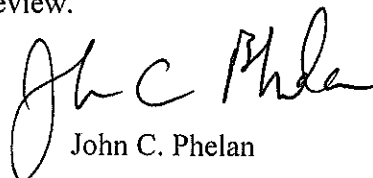
(4) An officer's previous participation in the Career Intermission Program.

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 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.** Per 10 U.S.C. § 14107(b)(4), the promotion selection board shall apply the following guidelines relating to the Navy's need to fill vacancies with specified numbers of rear admirals (lower half). Success in operational and shore command is the pinnacle achievement and prime indicator of potential fitness for future leadership positions. However, not every community has operational command opportunity and must be measured based on the opportunities available to that particular designator with a bias towards large, complex, and operationally relevant staffs or Navy Reserve Readiness Units. 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 vacancies, as outlined.

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.

  
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## 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. **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**

3. Prior to adjournment, the board must review the extent to which the statutory and regulatory promotion objectives have been met.