



THE SECRETARY OF THE NAVY

WASHINGTON DC 20350-1000

MAR 6 2025

From: Secretary of the Navy
To: Presidents, FY-26 Navy Reserve Commander Line Promotion Selection Boards
Subj: ORDER CONVENING THE FY-26 PROMOTION SELECTION BOARDS TO CONSIDER OFFICERS IN THE LINE ON THE RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF COMMANDER
Ref: (a) FY-26 Active-Duty Navy and Reserve Officer and Chief Warrant Officer Promotion Selection Board Precept
Encl: (1) Board Membership
(2) Recorders and Assistant Recorders
(3) Administrative Support Staff
(4) Merit Reorder Considerations

1. Date and Location

a. The promotion selection boards, consisting of you as presidents, the officers listed in enclosure (1) as members, the officers listed in enclosure (2) as recorders and assistant recorders, and the personnel listed in enclosure (3) as administrative support staff, are ordered to convene at Navy Personnel Command, Millington, TN, at 0800, March 11, 2025, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter and the FY-26 Active-Duty Navy and Reserve Officer and Chief Warrant Officer Promotion Selection Board Precept, reference (a).

2. Promotion Board Authorized Selections

a. The total number of officers who may be recommended in each competitive category shall be the number that most closely approximates the percentage set forth below of in-zone eligible officers determined as of the date the boards convene. The Chief of Naval Personnel shall determine the number of in-zone and "above-zone, not previously considered" eligible officers on the convening date, calculate the number that may be recommended for promotion under the percentages set forth in the FY-26 Navy Reserve Officer Promotion Plan, and furnish the number to the boards.

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b. If the computation results in a fraction of a number of 0.5 or greater, the fraction is rounded up to the nearest whole number. If the computation results in a fraction of a number less than 0.5, that fraction is rounded down to the nearest whole number. The boards may recommend up to the number provided by the Chief of Naval Personnel.

<u>COMPETITIVE CATEGORY</u>	<u>PERCENT TO SELECT</u>
Unrestricted Line Officer	73
Unrestricted Line Officer (TAR)	87
Special Duty Officer (Human Resources)	60
Special Duty Officer (Human Resources) (TAR)	88
Engineering Duty Officer	72
Aerospace Engineering Duty Officer (Engineering)	83
Aerospace Engineering Duty Officer (Maintenance)	100
Aerospace Engineering Duty Officer (Maintenance) (TAR)	67
Special Duty Officer (Public Affairs)	50
Special Duty Officer (Strategic Sealift Officer)	65
Special Duty Officer (Foreign Area)	75
Special Duty Officer (Oceanography)	60
Special Duty Officer (Cryptologic Warfare)	64
Special Duty Officer (Information Professional)	70
Special Duty Officer (Intelligence)	51
Special Duty Officer (Maritime Cyber Warfare)	40
Limited Duty Officer (Line)	25

3. **Equal Consideration of Officers "In-Zone" and "Above-Zone"**

As detailed above, the number of in-zone and "above-zone, not previously considered" eligible officers is used only to calculate the total number of selects authorized. There are no individual zone selection limitations or expectations. Accordingly, in determining which officers are best and fully qualified for promotion, you are required to equally consider both above-zone and in-zone officers.

4. **Consideration of Officers "Below-Zone"** The boards shall identify exceptional officers from below-zone and consider selecting them for promotion to the grade commander. The boards must ensure that these exceptional below-zone candidates are fully considered for promotion if they meet the best and fully qualified standard. A number not to exceed 10 percent of the total selections authorized for each grade and competitive category may be selected from below-zone unless the number

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calculated is less than one, in which case the number that may
be selected from below-zone is one.

5. Best and Fully Qualified Selection Standard

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

(1) Officers fully qualified for promotion demonstrate an appropriate level of both **competence**, as evidenced by a commitment to operational excellence and continual performance improvement, and **character**, as evidenced by the presence of the four core attributes of integrity, accountability, initiative, and toughness. Additionally, officers fully qualified for promotion adhere to Navy and Department of Defense (DoD) ethical standards, are physically fit, and demonstrate loyalty to the Navy Core Values.

(2) 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:

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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. Proven and sustained superior performance in command or other leadership positions in difficult and challenging assignments is a definitive measure of fitness for promotion. Furthermore, contributions to warfighters and warfighting through successful performance and leadership in combat conditions demonstrate exceptional promotion potential and should be given special consideration. Each board member shall apply this guidance when deliberating and voting. Additionally, members will use the considerations below to guide their determination of the best qualified officers.

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

(2) You must seek those officers that have been relentless in building a culture of the highest character and a

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tough, resilient team that wins. Our nation needs and expects
their Navy to remain above reproach, as a force they admire and
rely upon.

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

c. **Skill Requirements.** Give due consideration to
demonstrated performance and expertise in the competency/skill
listed in order of significance below. For amplifying
information, refer to the competency/skill information,
reference (b) to reference (a).

Unrestricted Line (11X5/13X5)

1. Navy Operational Planner
2. Targeting
3. Unmanned Systems (UxS)
4. Expeditionary Warfare
5. Joint Experience
6. Cyber Operations and Planning
7. Naval Special Warfare (NSW) Experience
8. Mine Warfare
9. Space Cadre
10. Integrated Air and Missile Defense (IAMD)
11. Operations Analysis (OA)
12. Language, Regional Expertise, and Cultural (LREC)
Experience

Unrestricted Line (TAR) (11X7/13X7)

1. Financial Management (FM)
2. Operational Analysis (OA)
3. Navy Operational Planner
4. Naval Special Warfare (NSW) Experience
5. Education and Training
6. Requirements Management
7. Expeditionary Warfare
8. Unmanned Systems (UxS)
9. Integrated Air and Missile Defense (IAMD)
10. Mine Warfare

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11. Space Cadre
12. Cyber Operations and Planning

Human Resources (1205)

1. Operational Analysis (OA)
2. Requirements Management
3. Education and Training
4. Financial Management (FM)
5. Joint Experience

Human Resources (TAR) (1207)

1. Operational Analysis (OA)
2. Recruiting Leadership
3. Requirements Management
4. Financial Management (FM)
5. Cyber Operations and Planning

Engineering Duty Officer(14X5)

1. Acquisition Corps
2. Unmanned Systems (UxS)
3. Cyber Operations and Planning
4. Nuclear Weapons (NW) Technical Expertise
5. Integrated Air and Missile Defense (IAMD)
6. Expeditionary Warfare
7. Space Cadre
8. Financial Management (FM)

Aerospace Engineering Duty (Engineering) (1515)

1. Acquisition Corps
2. Unmanned Systems (UxS)
3. Space Cadre
4. Requirements Management
5. Operational Analysis (OA)
6. Astronaut Consideration

Aerospace Engineering Duty (Maintenance) (1525)

1. Acquisition Corps
2. Financial Management (FM)
3. Education and Training
4. Requirements Management

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5. Operations Analysis (OA)

Aerospace Engineering Duty (Maintenance) (TAR) (1527)

1. Acquisition Corps
2. Education and Training
3. Financial Management (FM)
4. Expeditionary Warfare
5. Operational Analysis (OA)
6. Shore Installation Leadership

Public Affairs (1655)

1. N/A

Strategic Sealift Officer (1665)

1. Expeditionary Warfare
2. Navy Operational Planner

Foreign Area (1715)

1. Language, Regional Expertise, and Cultural (LREC)
Experience
2. Naval Strategist Subspecialty
3. Navy Operational Planner
4. Joint Experience
5. Attaché Duty

Oceanography (1805)

1. N/A

Cryptologic Warfare (1815)

1. Cyber Operations and Planning
2. Space Cadre

Information Professional (1825)

1. Cyber Operations and Planning
2. Space Cadre

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Intelligence (1835)

1. Unmanned Systems (UxS)
2. Targeting
3. Cyber Operations and Planning
4. Space Cadre
5. Joint Experience
6. Naval Special Warfare (NSW) Experience
7. Attaché Duty
8. Language, Regional Expertise, and Cultural (LREC)
Experience

Maritime Cyber Warfare Officer (1885)

1. Cyber Operations and Planning

Limited Duty Officer (Line) (6XX5)

1. N/A

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

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

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

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

(c) **Education and Professional Development.** Graduate-level education that develops naval warfare competencies and prepares officers to lead and think

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strategically is integral to developing warfighting advantage. Professional Military Education (PME), advanced degree programs, professional certifications, experiential learning, and other non-standard educational opportunities provide a rich portfolio for developing future leaders. The boards will actively seek those officers whose records reflect operational excellence and increasing education, and exposure to strategic concepts. Strategic competition demands leaders who possess the ability to outthink and outfight all competitors and adversaries.

1. In accordance with the Naval Education Strategy 2023 and Secretary of the Navy Memorandum "Continuous Learning for Naval Officers" dated August 26, 2021, the boards shall give favorable consideration to those officers with graduate education relevant to naval warfighting, experience in specialized areas, Navy PME and Joint PME (JPME). In May 2018, the Unrestricted Line (URL) instituted a board selection process for in-residence graduate education programs. That board selection process ensures that URL officers with superior performance records are afforded the opportunity for graduate education. Cultivation of our best and brightest officers through high quality in-residence, low-residence, and hybrid learning enhances critical thinking skills and warfighting expertise. Beginning with officers in year group 2015, graduate education will be required prior to assuming major command. In determining officers who are best and fully qualified for promotion, the board should give favorable consideration to officers who have obtained naval warfighting-relevant graduate education. Degrees earned through Department of the Navy funded Low-residency Graduate Education Program fulfill the graduate education requirement.

2. The Navy values graduate education and development of a subspecialty. Degrees and certificates from the Naval Postgraduate School, the Naval War College or equivalent Service institutions, and civilian education programs that result in assignment of a subspecialty code or award of Additional Qualification Designation (AQD) codes are desirable. Proven expertise from an experience tour utilizing that subspecialty is both valued and fundamental to development of Navy leaders.

3. The Navy values competitive scholarships and fellowships, examples of which include: Olmsted Scholar, Marshall Scholar, Rhodes Scholar, White House Fellowship,

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Secretary of Defense (SecDef) Corporate Fellowship, Tours with
Industry, Legislative Fellowships, and Federal Executive
Fellowships (e.g., politico-military and cyber).

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

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

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

1. The boards may give favorable consideration
to those officers who have displayed superior performance while
serving in IA/GSA/OCO/APH assignments in direct support of OCO,
Irregular Warfare, and the National Defense Strategy and, in
particular, those IA/GSA/OCO/APH assignments that are
extraordinarily arduous and/or 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.

2. IA/GSA/OCO assignments may take an officer
out of the normal community career path for periods up to one
and a half years. APH assignments consist of extensive
specialized training and multiple, non-standard deployments that
may take an officer out of the normal community career path for
periods of up to three and a half years.

(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

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can build great teams that innovate as they manage risk and
ensure standards, may come from a variety of backgrounds.

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

(a) Possesses and openly demonstrates the four core attributes. The challenges facing our Navy are growing in scope, scale, and pace. To meet these challenges, the Navy needs leaders who have demonstrated estimable character and are prepared for decentralized operations. You should give careful consideration to officers who demonstrate the four core attributes that guide our decisions and actions: integrity, accountability, initiative, and toughness. Integrity may be demonstrated as an individual or as a team member by displaying conduct that is upright, honorable, and by working to strengthen the resolve of their peers, superiors, and subordinates. Accountability may be demonstrated by achieving and maintaining high standards, honestly assessing progress, and adjusting as required. Officers demonstrate initiative by taking ownership, acting to the limit of their authorities, and looking at new ideas with an open mind. Toughness can mean marshalling all sources of strength and resilience, including rigorous training; encouraging the fighting spirit of our people; and providing steadfast support to our families. Officers who demonstrate these core attributes ensure the Navy remains the world's finest navy and deserve your careful consideration when selecting officers who are best and fully qualified.

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

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

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

3. Takes care of themselves and their teammates.

4. Leads with humility, with the ability to self-assess.

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

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

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

(3) Championing a Culture of Excellence. The boards
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.

(4) 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.

(5) Indo-Pacific Area Expertise Considerations.

(a) As indicated in the National Defense Strategy,
China is leveraging military modernization and predatory
economics to coerce neighboring countries to reorder the Indo-

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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.

(6) **Acquisition Workforce Considerations.** Acquisition Workforce officers possess the qualifications to manage the development, acquisition, and life cycle support of the Navy's current and future platforms and associated systems. The URL, Aerospace Engineering Duty Officers, Engineering Duty Officer, and Medical Service Corps communities all contain Acquisition Workforce officers. In addition, contracting skills are based in the Supply Corps and Civil Engineer Corps. While there are specific needs and backgrounds in each community, there are overarching acquisition skill sets which are valued and found in all of these communities. Officers who possess these skills, regardless of the community to which they belong, are valued and necessary for the health of the Acquisition Workforce, and should be considered in the broad context of the Acquisition Workforce. Examples of these overarching skill sets include technical and operational knowledge of weapons and major weapons systems (e.g., ships and aircraft), Command, Control, Communications, Computers, and Intelligence (C4I), combat systems, unmanned systems, systems engineering, enterprise information systems, and information technology (IT). In determining the best and fully qualified officers for promotion, you shall give equal consideration to outstanding performance whether in an acquisition or non-acquisition position.

e. **Consideration of Reserve Officers.** Within the Reserve Component (RC), a variety of mission integration options are available to support the Navy with flexibility, speed, and agility. In addition to drill periods, operational requirements are met by periods of active duty including mobilization, active-duty for operational support, and active-duty for training. Selected Reserve (SELRES) records may reflect a variation in duration of reporting periods as members execute a

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variety of orders - this should not be viewed negatively. In determining best and fully qualified, these time periods should be viewed in the context of a continuum of service, integral to delivering strategic depth.

f. **Training and Administration of the Reserve (TAR)**

Community Considerations. TAR Officers perform a statutory role in "organizing, administering, recruiting, instructing, or training the reserve components" (section 12310 of title 10, U.S. Code), and favorable consideration should be given to those TAR officers who have displayed superior performance in critical staff, leadership, recruiting, and command tours - specifically, either operational and/or reserve management command tours. (Note: in addition to reserve centers, recruiting commands, readiness commands, and operational units such as reserve aviation squadrons and reserve commands within Navy Special Warfare are Navy Reserve Activities and involve reserve management responsibilities at both the O-4 department head level and O-5/O-6 command level).

(1) **Dual career paths.** Many TAR officers, particularly in the URL and Human Resources (HR) communities, complete a balance of operational or community-specific milestone tours (e.g., commanding officer and major staff assignments, operational department head tours and operational aviation, special warfare and afloat command tours) and reserve management milestone tours (e.g., Navy Reserve Center (NRC) and Navy and/or Reserve Talent Acquisition Group (RTAG/NTAG) commanding officer, Navy Reserve major staff assignments). Officers selected must have demonstrated exceptional managerial skill and professional competence in operational, executive, and staff roles. In determining those officers best qualified for promotion, you should consider favorably those officers who have served in a broad spectrum of assignments requiring expertise in varied functional areas. Operational requirements can sometimes limit the reserve management assignments of some officers and this limitation should not disadvantage these officers (e.g., command at sea for Surface Warfare Officers). Success and sustained exceptional performance in these areas are the most important attributes for consideration.

(2) **Subspecialty requirements.** TAR officers with expertise in Requirements Management (RM) are highly valued within the reserve force. Additionally, TAR officers with IT and Financial Management (FM) expertise are required to manage

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the varied reserve IT systems and to manage Reserve Personnel Navy and Operation and Maintenance Navy Reserve accounts. Although these subspecialty qualifications are a core requirement for a portion of the TAR HR community, officers of any designator may possess them. Regardless of designator, these subspecialties are critical to the TAR community and should receive favorable consideration.

(3) **Career backgrounds prior to selection as TAR Officers.** Navy Reserve officers who have been recalled to active-duty will often have fewer active-duty fitness reports than their Active Component (AC) peers. Due consideration shall be given to the fitness reports available and the quality of performance reflected in the record. An officer's record shall not be discounted simply because it contains fewer active-duty fitness reports than a peer's record.

6. **Equal Opportunity**

a. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, religion, color, sex (including pregnancy), 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," or "fully qualified," as applicable, 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, 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 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.

7. Unrestricted Line (URL) Considerations

a. Each URL Community has a separate and distinct career path, with milestones and milestone screening boards that do not necessarily correlate to one another. In determining best and fully qualified officers, the board may consider demonstrated superior performance in leadership positions and administrative screening board results as strong indication of future potential. However, the board should not view the absence of such experience or screening negatively where the typical career path does not include opportunities for equivalent leadership positions or screening opportunities across all officers of the

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URL. As always, sustained superior performance provides positive indication of future potential to serve in the next higher grade.

b. Aviation merit reorder slides guide the following discussion: Naval Aviation is a large and competitive community. Those officers who are consistently recognized as Early Promote (EP) performers in competitive summary groups during both sea and shore assignments should receive first priority for merit reordering. Priority should be given to officers who have earned a #1 EP FITREP in a competitive summary group as a Department Head of an Operational Aviation squadron. TACAIR/Rotary communities value longer periods of recognized performance, but Maritime communities do not discriminate by milestone duration. Naval aviation values follow-on shore tours in nominative assignments and NAE-valued community staff assignments (N98, PERS-43, NAWDC). Priority should be given to officers who earn an EP FITREP in one of these assignments. Finally, additional consideration should be given to officers who have completed in-residence graduate education, a tour in Financial Management, Operations Analysis, and/or officers who have completed an IA/GSA.

c. Surface Warfare merit reorder slides guide the following discussion: Surface Warfare is a large and competitive community. Those officers screened for or serving in XO/CO Fleet-up billets with stand-out performance as a DH Afloat (consistent MP/EP breakouts throughout DH tours) should receive first priority for merit reordering. Additional consideration should be given to officers with a completed Master's degree and either breakout performance in Early Command (EP hard break, #1 or #2 soft break) or post-DH stand-out performance in production and/or community tours (CNSP/CNSL, SWSC, N95/N96, NSMWDC, PERS-41).

d. Submarine merit reorder slides guide the following discussion: Those officers recognized as top performers based on rankings while serving (or having served) as a CO, or XO and are recommended for command, should receive first priority for merit reordering. Additional consideration should be given to officers who have been consistently recognized as EP performers in competitive summary groups during assignments.

e. Reserve Component TAR Officer Naval Special Warfare merit reorder slides guide the following discussion: Those

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officers who are serving or served as Executive Officer and demonstrated sustained superior performance across all assignments through XO should receive first priority for merit reorder. Additional consideration should be given to TAR officers who demonstrate superior performance on a Flag or Joint staff and have completed both In-residence Graduate Education and JPME Phase 1.

(1) Reserve Component SELRES Officers should be given favorable consideration if they have demonstrated superior performance and experience in both their NRRU XO tour and active-duty service lasting greater than six months filling NSW DEPOD requirements (priorities are NSW, TSOC, and Fleet Integration billets). Additional consideration should be given to SELRES officers who have attained 2D1 or 2N1 qualification. Masters and JPME Phase I should be complete. SELRES Officers who are consistently recognized as Early Promote (EP) performers, above RSCA, during both sea and shore assignments should receive first priority for merit reordering.

f. Reserve Component TAR Officer EOD merit reorder slides guide the following discussion: EOD TAR is a small community, and it is standard for officers to be ranked one of one on Fitness Reports. Priority should be given to officers who are consistently recognized as Early Promote performers regardless of summary group size or operational/reserve management assignment. Additional consideration should be given to officers who earned a competitive FITREP as an Executive Officer/Commanding Officer with a 4-month reporting period. Favorable consideration should be given to top performing officers in Major Staff and Joint Staff assignments (USSOCOM, JTF-SREC, TSOC). Additional consideration should be given to officers who have successfully completed JPME Phase I and Graduate Education Programs.

(1) Reserve Component SELRES Officers should be given favorable consideration if they have been awarded EOD XO (AQD KG6) and/or have completed an EXU-1 exploitation mobilization, or successful XO/DH tour (EXU, NECC, NSW, NAVWAR). Officers who are consistently recognized as Early Promote (EP) performers, above RSCA, during both sea and shore assignments should receive first priority for merit reordering. Additional consideration should be given to officers who have successfully completed JPME I or an advanced degree.

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8. **Human Resources (HR) Community Considerations**

a. The HR community provides core human resource expertise to define, attract, recruit, develop, assign, and retain America's best talent. Career progression produces HR officers serving in critical roles in leadership and major staff positions. Successful HR officers demonstrate sustained superior performance in all assignments and with increasing responsibilities across three billet types: command and leadership, and milestone tours.

(1) The HR 1205 community implemented changes adding Fleet N1/J1 manpower and requirements billets as milestone as these are critical warfighter enablement capabilities.

(2) Additionally, successful 1205 HR officers will distinguish themselves through service within the 1205 community in roles including mentorship, Executive Steering Committee (ESC) involvement, Reserve Regional Captain, HR regional positions, and Direct Commission Officer Interviewer or board support.

b. Community Values are listed in order of significance for each paygrade.

c. Officers who have a successful track record of sustained superior performance and an increasing scope of responsibilities in command, leadership, sea duty, staff, and/or milestone tours indicate potential to succeed at the level of commander.

d. Officers who have earned a master's degree, particularly HR-focused graduate education (3XXX) (including Operations Research Analysis, Manpower Systems Analysis, Financial Management, and Education and Training Management, or civilian equivalent (plus IT (TAR only))), indicate an officer's potential to grasp complex human capital concepts, policy, and analytical accuracy as a leader in the HR community.

e. Officers who have HR-focused subspecialties (Manpower Systems Analysis, Operations Research Analysis, Financial Management, and Education and Training Management (plus IT (TAR only))) indicate prior application of human capital theories, concepts, policy, and analytical accuracy as an HR leader and are valued by the HR community.

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f. Officers who maintain a current industry-recognized HR-related certification (or IT certification (TAR only)) have demonstrated the ability to understand and apply human capital theories, concepts, and laws/regulations critical to policy development and execution across the Navy.

g. For 1205 (HR SELRES), significant core competency area (CCA) depth with CCA breadth and the CO/OIC command qualification (2N1 or 2D1) indicates potential to succeed at the level of commander.

h. For 1207 (HR TAR) significant core competency area (CCA) depth with CCA breadth in reserve management billets indicate potential to succeed at the level of commander.

Note: Career Tracks are only applicable to AC 1200 HR officers.

i. For 1205 (HR SELRES), JQO progression is valued, but not required.

j. For 1205 (HR SELRES) merit reorder considerations, valued achievements prior to commander:

(1) Recognized top performer across all assignments, especially lieutenant commander HR command/milestone or during periods of active-duty such as mobilization, ADOS, or recall in N1 enterprises throughout the Fleet.

(2) Master's degree in subspecialties including Financial Management, Manpower Systems Analysis, Education and Training Management, Operations Analysis, and Information Systems and Technology (3XXX SSP preferred).

(3) Attainment of command qualification (2N1 AQD).

(4) Professional certifications in disciplines to include: PHR, SPHR, GPHR, CDFM, CDFM-A, CISSP, or GSLC.

(5) JPME I completed.

(6) Service within the 1205 community in roles including mentorship, Executive Steering Committee (ESC) involvement, Reserve Regional Captain, HR regional positions, and Direct Commission Officer Interviewer or board support.

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k. For 1207 (HR TAR) merit reorder considerations, valued
achievements prior to commander:

(1) Recognized top performer across all assignments,
especially NRC CO, Milestone and Major Reserve Staff, RPD, and
OIC tours.

(2) Subspecialty experience, with at least one proven
subspecialty (Q/R suffix): (311X, 3130, 3150, 321X, 620X,
6511).

(3) Master's degree in subspecialties including
Financial Management, Manpower Systems Analysis, Education and
Training Management, Operations Analysis, and Information
Systems and Technology (3XXX SSP preferred).

(4) Attainment of command qualification and screening
(2D1 AQD).

(5) Professional certifications in disciplines to
include: PHR, SPHR, GPHR, CDFM, CDFM-A, CISSP, GSLC.

9. **Engineering Duty Officer (EDO) Community Considerations**

a. Officers with sustained superior performance and
leadership at the DEPT HEAD/XO/OIC level should be given
favorable consideration. Proven experience across critical
competency skills and mastery of PQS/ITP qualifications should
be secondary considerations.

b. SELRES officers often have multiple technical masters
and even doctoral degrees at the O-4 level, in line with their
civilian role requirements. However, leadership in delivering
warfighting readiness, mission execution and technical
competency should be given favorable consideration.

10. **Aerospace Engineering Duty Officer (AEDO) (Engineering and
Maintenance) Community Considerations**

a. Board members should carefully examine an officer's
entire record to assess leadership, performance, and career
potential. Consideration should be given to those officers that
have demonstrated superior performance while mobilized, or on
active-duty for operational support (ADOS) in support of the
Naval Aviation Enterprise.

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b. For merit reorder consideration, clear recommendations toward early promotion should accompany recognized sustained superior performance; officers should excel in billets of increasing complexity, responsibility, and scope.

c. Engineering (1515) officers under consideration for promotion to commander should demonstrate superior performance as a department head, Deputy Mission or IPT lead. Acquisition experience is essential, DAWIA legacy Level I certification in Engineering or Foundational certification in Engineering and Technical Management is highly valued.

d. Maintenance (1525) officers under consideration for promotion to commander should demonstrate superior performance as a department head, Deputy Mission or IPT lead. Organizational and/or intermediate fleet maintenance experience at sea and/or ashore is valued. Acquisition experience is essential. DAWIA legacy Level I certification in Production, Quality, Management, or Foundational certification in Life Cycle Logistics is highly valued.

e. Maintenance (1527) officers under consideration for promotion to commander should demonstrate superior performance in a valued O-4 milestone tour. Officer experience will include positions of increased leadership and responsibility to include wing Assistant Maintenance Officer-Readiness Officer, Fleet Readiness Center Assistant OIC, and major staff positions supporting the Naval Aviation Enterprise. Acquisition experience is desired.

11. Public Affairs Officer (PAO) Community Considerations

a. PAOs use communication skills, strategies, and tactics to support a commander's objectives. Career progression produces senior PAOs who can lead an organization's communication enterprise and demonstrate an awareness and ability to navigate the dynamics of the information environment to achieve desired communication end states. Successful senior PAOs communicate strategically, demonstrate critical thinking, conduct thorough problem set analysis, execute tactically, and provide astute counsel to flag officers and staffs. Providing direct support to three- and four-star flag and general officers is the pinnacle of a PAO's career. As such, sustained superior performance in varied billets, particularly direct senior leader support on operational staffs, community leadership, Washington,

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D.C. headquarters, and joint staffs indicate strong potential for future success. Keep in mind an officer's career track may not include all desired career markers due to the Reserve slating process, which influences an officer's billet assignment process, but does not allow for detailing an officer into a billet. Senior reserve PAOs must demonstrate excellent management and administrative skills to ensure RC officers and Sailors under their charge are mobilization and warfighting ready for short-fused contingency, high-visibility priority or crisis missions afloat or ashore. As such, sustained superior performance in public affairs leadership billets, particularly on numbered fleets and operational staffs, as well as in combat operations with demonstrated mastery of the full range of public affairs skills as it applies to maritime operations and warfighting indicates strong potential for future success.

b. A successful track record of sustained superior performance in SELRES unit as XO, AOIC, or senior department head leadership assignments of increasing scope and complexity and a history of directly supporting the supported commands' public affairs missions in operational or high visibility contingency environments indicates potential to succeed as a commander. Transitions from active-duty, officer re-designations, inter-service transfers, and direct commission officer accessions are the means for gaining officers into the RC PAO community. Due to the variance in length of service and values associated with each accession method, deeper consideration must be applied to understanding the value associated with each individual career path.

c. PAOs with documented experience as a public affairs advisor to operational and fleet leaders should be given favorable consideration.

d. PAOs who have demonstrated superior performance in an individual augmentee assignment, particularly supporting combat and/or contingency operations should be given favorable consideration.

e. PAOs who have demonstrated experience as a public affairs Subject Matter Expert (SME) during fleet operations and/or fleet exercises should be given favorable consideration.

f. The Navy Reserve Augment Unit Commanding Officer/ Officer-In-Charge qualification, (2N1 AQD) is required for

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command leadership billet assignments. Officers who have this qualification should receive favorable consideration.

g. Favorable consideration should be given to PAOs who have demonstrated superior performance in high-visibility priorities, combat and/or contingency operations, and crisis response missions which present both a critical need for RC support to AC and a significant opportunity for PAOs to demonstrate warfighting readiness.

h. Completion of the Navy Reserve Unit Management Course (NRUM) is optimal; course completion indicates that the PAO is ready for increased responsibilities as a potential CO/OIC/XO.

i. Considerations for Merit Reorder. Ideally, candidates for merit reorder should meet all criteria. Values for merit reorder are listed on the merit reorder slide in order of priority with the top four carrying the most weight:

(1) Emphasis should be placed on a sustained superior performance throughout their time in grade.

(2) Superior performance in their assigned duties in operational or fleet tours and senior advisor roles is more important than earning degrees, accreditations, and certifications.

(3) Officers selected for merit reorder should stand out among those selected for promotion as the best of the group.

12. Strategic Sealift Officer (SSO) Community Considerations

a. The SSO community provides a trained, experienced, properly licensed, and credentialed pool of merchant marine naval officers to supplement the manning of the surge sealift fleet in times of war or national emergency. The SSO Community has two separate but equal career progression tracks:

(1) Individual Ready Reserve (IRR) approximately 90% of the members.

(2) SELRES approximately 10% of the members.

Both tracks provide fully qualified officers for consideration by the board.

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b. The SSO program is the only managed and funded IRR community with a mission in the Navy Reserve. IRR officers are often limited in their ability to participate due to civilian merchant marine careers that require them to be at sea for extended periods. Their reserve participation requirement is 12 days of ADT each fiscal year resulting in their fitness reports during these periods being non-observed. Favorable consideration should be given to officers based on their civilian mariner and naval leadership, experience, credentials, licenses, and members who receive observed fitness reports due to superior performance and extended training periods.

c. The best qualified officers maintain their proficiency at sea with meaningful underway experience within the last four years and demonstrate a successful track record of sustained superior performance with an increasing scope of responsibilities in reserve leadership positions and maritime related active duty assignments. Favorable consideration should be given to officers who demonstrate leadership during challenging mobilization, Active-Duty for Operational Support (ADOS), recall, or extended Active-Duty for Training (ADT) assignments; complete advanced or joint military education; demonstrate civilian maritime leadership experience/subject matter expertise or are engaged in long-term support of SSOF community management.

d. Merit reorder slides guide the following discussion: SSOs serve as Deck Officers or Engineering Officers in the Individual Ready Reserve (IRR) and SELRES who train to their assigned mobilization billet. Officers who have a proven track record of performance - either through upgrading their merchant mariner credential/license while actively sailing, or demonstrated superior leadership within their community and across a variety of commands should be considered for merit reorder.

e. Fully qualified officers have an SSO warfare qualification listed as a special qualification in the Officer Summary Record (OSR) as: SSO WARFARE.

f. Fully qualified officers have a United States Coast Guard (USCG) Merchant Mariner Credential (MMC). MMCs are documented as AQDs in the OSR. A MMC renewal or upgrade that has been approved by the USCG, but not issued, is to be considered as valid with supporting documentation from the USCG.

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(1) The best qualified officers will have an advanced USCG MMC (categories (a), (b), and (c) below). Category (a) is the most valued (Master or Chief Engineer). Attainment or maintenance of an advanced MMC demonstrates operational and leadership ability as a professional mariner indicating greater potential to succeed in all phases of ship operations. MMCs and their corresponding AQD short titles are identified below:

(a) Master (MASTER) or Chief Engineer (STM CHENG, MTR CHENG, GT CHENG);

(b) Chief Mate (DO CH MATE) or First Assistant Engineer (STM 1ST ASST, MTR 1ST ASST, GT 1ST ASST);

(c) Second Mate (DO SECMATE) or Second Assistant Engineer (STM 2ND ASST, MTR 2ND ASST, GT 2ND ASST); and,

(d) Third Mate (DO THRDMATE) or Third Assistant Engineer (STM 3RD ASST, MTR 3RD ASST, GT 3RD ASST).

(2) SELRES officers should be given favorable consideration for a valid Standards of Training, Certification, and Watchkeeping endorsement on their MMC.

g. All IRR lieutenant commanders who are best qualified for promotion to commander have attained or maintained one of the following USCG MMCs: MASTER, STM CHENG, MTR CHENG, GT CHENG, DO CH MATE, STM 1ST ASST, MTR 1ST ASST, or GT 1ST ASST; and consistently execute annual ADT (or have an approved waiver).

h. Favorable consideration should also be given to SELRES lieutenant commanders who have demonstrated superior performance and leadership tours across a variety of commands such as commanding officer, officer-in-charge, executive officer, and/or department head.

i. Favorable consideration should be given to lieutenant commanders who acquired the Tactical Advisor (TACAD) qualification (TC1 AQD) and have served as a TACAD afloat (TC2/3 AQD) on multiple occasions.

j. Best qualified criteria is not a checklist, but rather a list of valued skills and achievements beyond the fully qualified criteria listed above that are indicative of officers prepared for selection to the next higher paygrade. The

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community values lieutenant commanders who consistently have demonstrated leadership and have demonstrated support to engineering planning, maintenance, or repair activities, both shore-side and afloat; and whose annual training efforts align with government owned ships' crew augmentation, Port Engineer, Life Cycle Management, or Safety Management System functions.

13. **Foreign Area Officer (FAO) Community Considerations**

a. FAOs are the Navy's globally embedded, persistently forward, strategic operators. Career progression produces officers who deliver assured global access and posture, interoperability with U.S. partners, and human information advantage for the Fleet. Successful FAOs demonstrate sustained superior performance and increasing responsibilities along three billet types: Embassy Security Cooperation Officer; Defense Attaché Service (Senior Defense Official/Defense Attaché (DATT) or Naval Attaché (NATT)); and Strategy, Plans, and Policy (Navy, Joint, or Inter-Agency staffs). The SDO/DATT serves as both the senior attaché and the senior SCO.

b. Fully qualified FAOs receive the "FAO Q" AQD. This AQD requires: a political-military master's degree or equivalent; documented language proficiency at a level of 2 or higher in two of three modalities (listening, reading, speaking); and no less than six months of in-region experience. FAOs working toward full qualification hold the "FAO T" AQD.

c. Non-observed time for language study, master's-level education, and billet specific training is expected and should not be viewed negatively.

d. For merit reorder consideration, superior performance in arduous overseas assignment(s) typified by one or more of the following: duty in remote, austere, and challenging locations, typically with unstable governments, authoritarian or non-permissive regimes, or significant environmental hazards. Reserve Component FAOs serving on temporary periods of active-duty and considered for O-6 selection shall be considered for merit reorder under the same conditions.

e. Fully qualified officers have an "FAO Q" AQD; completion of Joint Foreign Area Officer Phase I (JFAO Phase I) and JPME

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Phase I; and maintain proficiency in at least one foreign
language at a DLPT level of 2/2 or above.

f. Best qualified officers demonstrate sustained superior
performance leading their peers in at least one FAO billet. Key
attributes include:

(1) Demonstrated ability to deliver strategic or
operational outcomes while exemplifying Navy Core Values.

(2) Demonstrated ability to develop plans, self-assess,
self-correct and contribute to problem-solving.

(3) Teammates who demonstrate initiative and
collaboration with a variety of organizations (fleet, joint,
interagency, international allies & partners).

g. At this level, the FAO community also values:

(1) Completion of advanced strategic and operational
courses: "EXEC OP LVL" AQD, "MOPC" AQD, "MSOC" AQD, "STAFF
MRITIM" AQD, "JCWS" Service School, etc.

(2) Fellowships, scholarship programs, or continued
education focused on Pol-mil, strategy, or integrated multi-
domain warfighting planning.

14. Information Warfare (IW) Community Considerations

a. The IW community is comprised of officers in the
Oceanography (180X), Cryptologic Warfare (181X), Information
Professionals (182X), Naval Intelligence (183X) and Maritime
Cyber Warfare Officer (188X) communities. The IW community was
created to more effectively and collaboratively lead and manage
the officers who possess extensive skills in information-
intensive specialties. The IW community aspires to assure
command and control, generate predictive battle space awareness,
and deliver integrated non-kinetic and kinetic fires, including
effective maneuver across cyberspace, the electromagnetic
spectrum, and space as a warfighting capability, within fleet
and joint force.

b. The Navy needs officers who possess unimpeachable
credentials, have deep technical/operational experience in the
IW community domain, are innovative and bold, think creatively

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and challenge assumptions, and take well-calculated risks to deliver outcomes. As such, board members should view an officer's performance in leadership assignments as an indicator of their ability to lead organizations across the range of IW missions and functions. Best qualified candidates will be top performers and will have experience leading, planning, and executing operations across a range of IW disciplines.

c. As of May 31, 2013, all officers in competitive categories that compose the IW community began receiving rankings within combined IW summary groups in block 42 of fitness reports. However, officers in competitive categories that comprise the IW community continue to compete for promotion within their respective individual community categories. As such, summary group position may not fully show an officer's position relative to individual community peers.

d. Merit reorder consideration will be given to those IW officers with sustained superior performance, demonstrating exceptional proficiency within their specific IW community and across multiple IW disciplines afloat and ashore. Officers considered for merit reorder will possess an outstanding track record when ranked against their peers, within key operational milestone and leadership positions, and continued advancement of qualifications and higher education. Each IW community's specific merit reorder consideration criteria is provided in amplified merit reorder consideration slides and will be followed.

15. Oceanography (OCEANO) Community Considerations

a. The OCEANO community's core mission capability and capacity draws on experience and expertise in the fields of meteorology, oceanography, precise time and astrometry, bathymetry, geophysics, and hydrography, and is focused on providing timely and relevant support to fleet and joint operations. OCEANO officers typically develop foundational expertise in assignments at operational meteorology and oceanography (METOC) commands.

b. Demonstrated expertise in one or more of the core missions of meteorology, oceanography, precise time and astrometry, bathymetry, geophysics, and hydrography is the foundation of the OCEANO community. Expertise in multiple warfighting areas is highly valued. OCEANO officers should have

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balanced professional experience, to include demonstrated leadership, operational proficiency and qualifications, and technical expertise. Proven and sustained superior performance in documented positions of leadership and in difficult, challenging, and arduous operational assignments is the ultimate test of readiness for promotion selection.

c. Education is valuable and highly regarded for OCEANO officers. All active-duty officers will participate in advanced education leading to a Master's of Science degree in Meteorology and/or Physical Oceanography. Reserve officers who have additional graduate level education are highly valued.

d. Officers in the OCEANO community are eligible for, and generally granted a scientific waiver for the JQO designation requirement for flag officer promotion. However, JPME and joint experience are highly valued.

e. Fully qualified reserve OCEANO commanders will have successfully completed or be currently performing in a lieutenant commander operational oceanography tour.

f. Best qualified criteria is not a checklist, but rather a list of valued skills and achievements beyond the fully qualified criteria listed above that are indicative of officers prepared for selection to the next higher paygrade. The best qualified reserve OCEANO commanders will have:

(1) Demonstrated superior performance and leadership serving as an APPLY-selected executive officer or officer-in-charge.

(2) Demonstrated superior performance in oceanography assignments on major staffs such as numbered fleet oceanographers, operational commands within Commander, Naval Meteorology and Oceanography Command, and TYCOMs.

(3) Be in or have successfully completed an OCEANO mobilization or active duty operational tour at any rank.

(4) Demonstrated progress toward or completion of an advanced degree (master's or doctorate).

(5) Attained JPME Phase I.

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16. Cryptologic Warfare (CW) Community Considerations

a. Leadership and demonstrated excellence in the CW core mission areas of signals intelligence (SIGINT) and electronic warfare (EW) are the foundation for successful CW officers. The CW community values officers with deep expertise in the information warfare domain (specifically electromagnetic spectrum, space, and cyberspace) and a proven record in cryptologic tours afloat and ashore. Future CW leaders embrace a range of assignments in support of naval and joint operations and have experience across the breadth of CW mission areas to include space or acquisition qualifications. With the establishment of the Maritime Cyber Warfare Officer (MCWO)/1880 community in June 2023, most CW cyber effects billets and functionalities within the Cyber Mission Force (CMF) and US Cyber Command (USCC) will transition to the MCWO community by the end of FY26. However, CW Officers will continue to support cyberspace operations across the information warfare domain.

b. CW officers typically develop deep foundational SIGINT and cyber expertise in assignments at NIOCs and staffs aligned with Cryptologic Centers, Cyber Mission Force, and NSA/CSS. CW officers gain SIGINT and EW expertise in embedded maritime and expeditionary environments, assigned to surface combatants as ship's company or afloat staff, NAVSPECWAR commands/units, as a Direct Support Officer (aboard surface, subsurface, or airborne platforms), or IAs as an augmentee (Service, national, or joint). Experience in SIGINT is denoted by the BI-series AQDs, while EW experience is reflected through the BL-series AQDs. CW officers gain cyber expertise under the operational control of U.S. Cyber Command (USCYBERCOM), its naval component command, U.S. Fleet Cyber Command (FLTCYBERCOM), NSA, and joint arena (Joint Forces Headquarters/geographic combatant commands). These commands integrate tactically and operationally with fleet and joint forces in planning and executing operations worldwide. Cyber experience is documented through the BO-series AQDs. Additionally, CW officers make up a significant portion of the Navy's Space Cadre (VS-series AQDs) and can qualify for the Navy's Acquisition Corps (Acquisition series AQDs). The CW Community values officers with experience in Space and Acquisition.

c. Fully qualified reserve CW commanders will:

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(1) Be assigned to or have completed an APPLY-selected leadership tour (O-4 IWC Unit Officer-In-Charge or O-4 IWC Unit Executive Officer), an active-duty milestone tour, or an equivalent leadership position on a mobilization or long term orders.

d. Best qualified criteria is not a checklist, but rather a list of valued skills and achievements beyond the fully qualified criteria listed above that are indicative of officers prepared for selection to the next higher paygrade. The best qualified reserve CW commanders will have:

(1) Demonstrated superior leadership and performance in an O-4 leadership tour (executive officer/officer-in-charge/milestone/mobilization).

(2) Demonstrated proficiency across more than one CW mission area.

(3) Completed an advanced degree (master's or doctorate).

(4) Attained Space AQD VS5 or higher; this is especially valued when combined with relevant billet experience.

(5) Be in or have successfully completed a Cryptology mobilization or active duty operational tour at any rank.

(6) Demonstrated Integrated Fires, Targeting, and/or eligible Operational Level of War AQD(s).

(7) Attained JPME Phase I.

17. Information Professional (IP) Community Considerations

a. Leadership and demonstrated excellence in C4 and cyber in the maritime environment is the cornerstone of success for IP officers. Future leaders of the IP community must have a proven record at sea, in shore C4 and Cyber tours, and demonstrated technical IP expertise supporting naval and joint operations.

b. The IP community gains a significant number of officers through lateral transfer or re-designation, typically at O-3 and O-4. For promotion eligibility purposes, these officers will not have completed the IP qualifications or assignments. As

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such, the board is encouraged to evaluate an officer's demonstrated sustained superior performance in warfare-appropriate billets (e.g., department head tours) and technical acumen to identify this aspect of a fully qualified officer.

c. Fully qualified reserve IP commanders will be assigned in or have completed a leadership tour (O-4 IWC Unit Officer-In-Charge, Executive Officer, Program Manager, Deputy Program Manager) or equivalent from previous community in the case of O-4 re-designations.

d. Best qualified criteria is not a checklist, but rather a list of valued skills and achievements beyond the fully qualified criteria listed above that are indicative of officers prepared for selection to the next higher paygrade. The best qualified reserve IP commanders will have:

(1) Demonstrated superior performance in APPLY-selected XO, OIC, or program manager assignment.

(2) Completed a technical advance degree (master's or doctorate), advanced technical certifications, or DoD CIO certificate.

(3) Be in or have successfully completed a mobilization or active duty operational tour at any rank.

(4) Attained Space AQD VS5 or higher; this is especially valued when combined with relevant billet experience.

(5) Attained JPME Phase I.

18. Intelligence (Intel) Community Considerations

a. Leadership, warfighting competence, and sustained superior performance are the hallmarks of a successful naval Intel officer. Senior Intel officers must possess a well-rounded career that demonstrates proven leadership in operationally-challenging environments, Navy and joint operational warfighting proficiency and expertise in conducting all-source operational Intel (OPINTEL). Intel officers are experts on the adversary and threats; therefore, developing deep expertise on our nation's strategic competitors is imperative, particularly in China and Russia. The Intel community also values additional specialty skills, which are documented in

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records as Intel-specific AQDs (typically 3XX alpha-numeric AQD series). All officers should demonstrate progress toward completion of advanced education.

b. The Intel Community gains a significant number of officers through lateral transfer or re-designation, typically at O-3 and below. Some officers will have a mix of assignments in both the Intel community and another Navy community (e.g., aviation, surface warfare, etc.) prior to re-designation into the Intel community. All are equally valuable and board members are encouraged to examine an officer's entire record to assess career potential, leadership, and warfighting ability.

c. Fully qualified reserve Intel commanders will:

(1) Have demonstrated advanced proficiency in an intelligence specialty skill.

(2) Have demonstrated successful performance in an O-4 leadership billet: as an APPLY-selected OIC/XO, unit Department Head, Reserve Naval Intelligence Officer Basic Course INIOBC) instructor, or CNIFR HQ and/or NIFR Region/REDCEN/Ech IV Staff Position.

d. Best qualified criteria is not a checklist, but rather a list of valued skills and achievements beyond the fully qualified criteria listed above that are indicative of officers prepared for selection to the next higher paygrade. The best qualified reserve Intel commanders will have:

(1) Demonstrated superior performance in an operational intelligence capacity.

(2) Demonstrated superior performance in O-4 leadership billets.

(3) Demonstrated superior performance in both Navy and Joint units.

(4) Be in or have successfully completed an Intel mobilization or active duty operational tour at any rank.

(5) Demonstrate mission impact in a strategically critical area (e.g., China, Russia).

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(6) Have attained JPME Phase I.

19. Maritime Cyber Warfare Officer (MCWO) Community
Considerations

a. Leadership, sustained superior performance, and technical expertise in Cyberspace Operations (CO) are the hallmarks of a successful naval MCWO officer. Within the MCWO core mission of CO, leadership and demonstrated excellence span both Offensive Cyberspace Operations (OCO) and Defensive Cyberspace Operations (DCO) with the objective of generating decisive advantage for Navy and Joint force through the monitoring, collection, analysis, and exploitation of cyberspace systems, threats, and vulnerabilities; as well as, the exquisite integration of CO with Navy, Joint and Allied maritime operations. The MCWO Community values officers who are able to think critically and leverage their operational acumen and warfighting intuition to inform commanders' decisions, integrate effects across warfare domains, and actively contribute to a culture of warfighting excellence.

b. MCWO officers gain operational expertise and develop technical acumen in assignments under the operational control of U.S. Cyber Command (USCYBERCOM), U.S. Fleet Cyber Command (FLTCYBERCOM), NSA, and various Joint force units (Joint Forces Headquarters/Geographic Combatant Commands). While executing these assignments, MCWOs integrate with Fleet and Joint forces at the tactical and operational levels as applicable to plan and execute CO worldwide. While breadth of experience between OCO and DCO, varied geographic mission areas, or differing adversary threats is valuable, development of deep expertise in specific technical capabilities, geographic mission areas, or adversaries is equally valuable. As a result, officers with multiple assignments to the same unit or aligned to the same geographic mission area or adversary shall not be viewed negatively. Cyber experience may be documented via the BO-series AQDs and the inclusion of advanced cyber industry certifications like Certified Information Systems Security Professional (CISSP), Certified Ethical Hacker (CEH), Offensive Security Certified Professional (OSCP), GIAC Certified Incident Handler (GCIH), Certified Information Security Manager (CISM), Certified Cloud Security Professional (CCSP).

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c. The MCWO community has very limited commanding officer and executive officer opportunities for its officers. While experience in these positions is highly valued, officers who have not completed a commanding officer or executive officer tour should not be viewed negatively due to insufficient opportunities within the MCWO Community.

d. The MCWO Community gains a significant number of officers through lateral transfer or redesignation, typically at O-4 and below. Some officers will have a mix of assignments in both the MCWO Community and another Navy community (e.g. another IW community or URL community) prior to redesignation into the MCWO Community. Both are equally valuable and board members are encouraged to examine an officer's entire record to assess career potential, leadership, and warfighting ability.

e. Fully qualified reserve MCWO commanders will:

(1) Successfully completed or be currently performing in an O-4 Reserve MCWO Billet, or an equivalent position from active duty, mobilization, or long term orders.

f. Best qualified criteria is not a checklist, but rather a list of valued skills and achievements beyond the fully qualified criteria listed above that are indicative of officers prepared for selection to the next higher paygrade. The best qualified reserve MCWO commanders will:

(1) Have demonstrated superior leadership and performance in an O-4 leadership tour (executive officer/officer-in-charge/operations officer/mobilization).

(2) Have completed an advanced degree (master's or doctorate) in a cyber-related field.

(3) Have attained multiple advanced cyber industry certifications.

(4) Have attained JPME Phase I.

(5) Be in or have successfully completed an MCWO mobilization or active duty operational tour at any rank.

20. Reserve Limited Duty Officer (LDO) Considerations

Selection within the aggregate (LDO Line) continues for the reserve component. Consideration for promotion remains fully qualified officers who have demonstrated outstanding leadership

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and professional acumen commensurate with the opportunities provided in their designator career path. Best qualified officers will have completed command qualification, will be top performers, and will have consistently excelled at leading in operationally challenging environments and staff assignments throughout their career. Refer to the SECNAV-approved Community Value Slides for amplifying information on specific valued achievements for each control grade within the competitive categories.

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

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


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

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

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

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

 3/6/2025
Terence G. Emmert
Acting



THE SECRETARY OF THE NAVY

WASHINGTON DC 20350-1000

From: Secretary of the Navy
To: FY-26 Active-Duty Navy and Reserve Officer and Chief
Warrant Officer Promotion Selection Boards

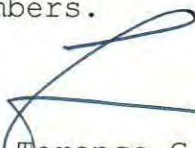
Subj: GUIDANCE FOR CONSIDERATION OF PROMOTION SELECTIONS

Ref: (a) FY-26 Active-Duty Navy and Reserve Officer and Chief
Warrant Officer Promotion Selection Board Precept

In addition to the guidance I have provided in reference (a) and the promotion selection board convening order, as Promotion Selection Board members you are instructed to give particular consideration to the below factors and the accompanying guidance when making your selections.

1. Leadership qualities: The qualities of effective martial leadership, including initiative, innovation, and concern for subordinates, are indicators that an officer is prepared for the increased responsibility of promotion, and should be a primary concern in your determination.
2. Competence and technical skills: You should give primary consideration to demonstrated competence and technical expertise when determining if an officer is best and fully qualified for promotion.
3. Toughness of billets: Although every officer community has its own system for career progression, one thing that remains constant across designators is that the Navy values those officers who have served in tough billets or deployments, as defined by factors such as combat, location, and operational tempo.

Thank you for your attention to these matters while serving as promotion selection board members.


Terence G. Emmert
Acting

2/11/2025