



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

JAN 31 2025

From: Secretary of the Navy
To: Presidents, FY-26 Navy Reserve Captain 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 CAPTAIN

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 (PSB), consisting of you as presidents, the officers listed in enclosure (1) as members, the officers listed in enclosure (2) as recorders and assistant recorders, and the personnel listed in enclosure (3) as administrative support staff, are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, February 3, 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	39
Unrestricted Line Officer (TAR)	50
Special Duty Officer (Human Resources)	25
Special Duty Officer (Human Resources) (TAR)	50
Engineering Duty Officer	67
Aerospace Engineering Duty Officer (Engineering)	75
Aerospace Engineering Duty Officer (Maintenance)	67
Aerospace Engineering Duty Officer (Maintenance) (TAR)	50
Special Duty Officer (Public Affairs)	67
Special Duty Officer (Strategic Sealift Officer)	53
Special Duty Officer (Foreign Area)	60
Special Duty Officer (Oceanography)	33
Special Duty Officer (Cryptologic Warfare)	50
Special Duty Officer (Information Professional)	43
Special Duty Officer (Intelligence)	39
Limited Duty Officer (Line)	50

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 of captain. The boards must ensure that these exceptional below-zone candidates are fully considered for promotion if they meet the best and fully qualified standard. A number not to exceed 10 percent of the total selections authorized for each grade and competitive category may be selected from below-zone unless the number

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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. Recruiting Leadership
3. Shore Installation Leadership
4. Naval Special Warfare (NSW) Experience
5. Operational Analysis (OA)
6. Requirements Management (RM)
7. Expeditionary Warfare
8. Navy Operational Planner
9. Integrated Air and Missile Defense (IAMD)
10. Mine Warfare
11. Space Cadre

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12. Unmanned Systems (UxS)

Human Resources (1205):

1. Operational Analysis (OA)
2. Requirements Management (RM)
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 (RM)
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 Officer (Engineering) (1515):

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

Aerospace Engineering Duty Officer (Maintenance) (1525):

1. Acquisition Corps
2. Financial Management (FM)
3. Education and Training
4. Requirements Management (RM)
5. Operations Analysis (OA)

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

1. Acquisition Corps

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

Public Affairs (1655):

1. Joint Experience

Strategic Sealift (1665):

1. Expeditionary Warfare
2. Navy Operational Planner
3. Joint Experience

Foreign Area (1715):

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

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
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Limited Duty Officer (Line) (6XX5):

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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 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

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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, 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.

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

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

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 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,

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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.

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

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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 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-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.

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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 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

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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 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

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overriding factor being performance of assigned duties.

c. Impermissible Considerations. Promotion boards are prohibited from considering the following:

(1) The marital status, civilian employment, religion, or volunteer service of an officer;

(2) Any information regarding an officer's spouse, including, but not limited to, civilian or military employment, education, race, religion, color, sex (including pregnancy), sexual orientation, national origin, and volunteer service;

(3) An officer's previous decision to opt out of a promotion selection board; and

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

d. The Navy has assigned some officers outside of traditional career development patterns (including but not limited to the following types of assignments: institutional instructors, 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. Reserve command at sea is most valued within the URL for promotion to O-6. Reserve management is a critical component of

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operational command functions and tasks. Separate and distinct career paths among RC URL communities and individual career timing result in officers serving in command at different points in their careers. For example, some officers may be early in command while others may have completed a command tour prior to in-zone consideration for O-6. Board members should understand these differences and not view them negatively. As always, sustained superior performance at sea provides positive indication of 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 Commanding Officer of an Operational Aviation squadron. All communities value longer periods of recognized performance as a Commanding Officer. Naval Aviation values follow-on shore tours in nominative assignments and Naval Aviation Enterprise (NAE)-valued community staff assignments (N98, PERS-43, NAWDC, CNAF/CNAL EA). Priority should be given to officers who earn an EP FITREP in one of these assignments. Aviation Officers selected for a bonus command opportunity (FRS) or Major Command (CVN nuclear power pipeline) should also be prioritized. Finally, additional consideration should be given to officers who have completed in-residence graduate education; met the criteria as a Joint Qualified Officer; and/or officers who have completed a tour in Financial Management or Operations Analysis.

c. Surface Warfare merit reorder slides guide the following discussion: Surface Warfare is a large and competitive community. Those officers with breakout performance (EP hard break, #1 or #2 soft break) in Command at Sea of a ship with a completed master's degree should receive first priority for merit reordering. Additional consideration should be given to officers with JPME Phase II and/or JSO complete and stand-out performance in post-command assignments in significant community (CNSP/CNSL, SWSC, N95/N96, NSMWDC, PERS-41) or operational tours (for nuclear-trained SWOs stand-out performance as Reactor Officer).

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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 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 officers who are serving, or served as Commanding Officer, and were recognized as top performers in command as well as in all previous assignments 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, have completed JPME Phase 2, or are designated as either Joint Qualified Officers (reflected by AQD JS5) or Acquisition Practitioners in Program Management (reflected AQD AA2).

(1) Reserve Component SELRES Officers should be given favorable consideration if recognized as top performers while serving as NRRU CO who are JPME II/Masters/JQO complete and have demonstrated superior performance and experience in two progressive NSW NRRU CO positions. Additional consideration should be given for active-duty service greater than six months in an NSW DEPOD requirement (NSW, TSOC, MOC/Fleet Integration). 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 a Commanding Officer with a 4-month reporting period. Favorable consideration should be given to top performing officers serving in Major Staff, Joint Staff, and screened/nominative assignments. Additional consideration should be given to officers who have completed JPME Phase II or are fully joint qualified.

(1) Reserve Component SELRES Officers should be given

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favorable consideration if they have been awarded EOD CO (AQD KG7) and/or demonstrated superior performance and experience in operational and screened 1145 and/or 1135 Commanding Officer positions (EXU, NECC, NSW, CCDR) and major staff assignments (COCOM, TSOC, NSWC, CNRFC, OPNAV, OCNR, OSD, JCS, BUPERS, NPC). 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 II or AJPME.

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 sustained superior performance in assigned duties and an increasing scope of responsibilities in command, leadership, major staff (e.g., SECNAV, OPNAV, OCNR, CNRFC, NPC), and/or milestone, indicate potential to succeed at the level of Captain. Officers currently serving in a second command, leadership, or milestone tour in a given paygrade should not be looked upon negatively if their tour is not complete.

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

e. For 1207 (HR TAR) significant core competency area (CCA) depth with CCA breadth in reserve management billets and the successful completion of command, as documented by AQD (e.g. CE3, CE4, CE5, etc.) indicates potential to succeed at the level of captain.

Note: Carrer Tracks are applicable to AC 1200 HR officers.

f. Officers who have proven HR-focused subspecialties (including Operations Research Analysis, Manpower Systems Analysis, Financial Management, and Education and Training Management, or civilian equivalent [(plus IT (TAR only))], indicate proven application of human capital theories, concepts, and analysis and are valued by the HR Community.

g. 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.

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

i. For merit reorder considerations, valued achievements prior to captain (HR SELRES):

(1) Recognized top performer across all assignments, especially in commander HR milestone assignments, leadership tours, or periods of active duty such as mobilization, ADOS, or recall.

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

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

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(5) JPME I and II completed.

j. For merit reorder considerations, valued achievements
prior to captain (HR TAR):

(1) Recognized top performer across all assignments,
especially NRC/NRPDC CO, RTAG/NTAG CO, Milestone and Major
Reserve Staff and reserve management billets.

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

(3) At least one 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) Professional certifications in disciplines to
include: PHR, SPHR, GPHR, CDFM, CDFM-A, CISSP, GSLC.

(5) Successful completion of command at sea or ashore,
as documented by AQD (e.g. CE3, CE4, CE5, etc.).

9. Engineering Duty Officer (EDO) Community Considerations

a. Officers with sustained superior performance and
leadership at the CO/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 typically are not assigned to
acquisition billets, their roles are focused on warfighting
readiness, technical expertise and mission execution. A lack of
specific DAWIA qualifications among SELRES should not be viewed
negatively.

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

a. Board members should examine an officer's ability to
lead large, complex organizations or programs and the ability to
work collaboratively across organizations, services, and

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departments to initiate and sustain effective team performance. Superior leadership is the most important trait for selected individuals. 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.

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 captain should demonstrate superior performance in O-5 leadership positions such as a CO or OIC of a Navy Reserve unit. Executive Officers of NAVAIR Reserve Program HQ units, IPT leads, and Deputy Chiefs of Staff should also be given consideration. Acquisition experience is essential; DAWIA legacy Level II certification in Engineering or Engineering Technical Management practitioner is highly valued; and additional DAWIA legacy Level II or advanced certification in Program Management is desired.

d. Maintenance (1525) officers under consideration for promotion to captain should demonstrate superior performance in O-5 leadership positions such as a CO or OIC of a Navy Reserve unit. Executive Officers of NAVAIR Reserve Program HQ units, IPT leads, and Deputy Chiefs of Staff should also be given consideration. Acquisition experience is essential; DAWIA legacy Level I certification in Production, Quality, Manufacturing, or foundational certification in Life Cycle Logistics is highly valued; and additional DAWIA legacy Level I or practitioner certification in Program Management is desired.

e. Maintenance (1527) officers under consideration for promotion to captain should demonstrate superior performance in O-5 leadership positions such as Officer in Charge or Wing Maintenance Officer, and Major Staff. Navy Reserve Center Commanding Officers should also be given consideration. Acquisition experience is essential.

11. Public Affairs Officer (PAO) Community Considerations

a. PAOs use communication skills, strategies, and tactics to support a commander's objectives. Career progression

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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, 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 and an increasing and progressive scope of responsibilities in SELRES unit leadership roles providing strategic-level public affairs counsel to two and three-star flag officers; translating commander's vision and intent into public communication strategies and plans; leading, advising, and aligning enterprise Public Affairs personnel and programs, particularly in operational settings and, leading the execution of Navy public communication efforts across multiple organizations, in order to achieve strategic and operational goals indicates potential to succeed as a captain.

c. A successful track record as a CO/OIC and/or XO/AOIC , particularly of operational, numbered fleet, fleet commander, and large SELRES units, with experience supporting afloat and operational missions to achieve the command's objectives indicates potential to succeed as a captain.

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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 the senior public affairs SME during fleet operations and/or fleet exercises should be given favorable consideration.

f. Crisis and contingency operations present both a critical need for RC support for AC and a significant opportunity for PAOs to demonstrate warfighting readiness. PAOs who demonstrated superior performance, particularly in a public affairs leadership role at the rank of commander (O-5), during a combat and/or contingency operation should be given favorable consideration.

g. The Navy Reserve Augment Unit Commanding Officer/Officer-In-Charge Additional Qualification Designator, (2N1 AQD) is required for command billet assignments. Favorable consideration should be given to officers who have this qualification.

h. Officers who have successfully completed and have demonstrated superior performance in an O-5 commander milestone tour, as demonstrated by earning the Enterprise Public Affairs Officer and Special Advisor AQD (7M2 AQD), should be given favorable consideration, keeping in mind though, that an officer's career track might not include a commander milestone tour due to the recent establishment of milestone billets.

i. Demonstrated success of leadership contributions to community management initiatives/collateral duty assignments.

j. 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

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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.

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

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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.

(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 SECIMATE) or Second Assistant
Engineer (STM 2ND ASST, MTR 2ND ASST, GT 2ND ASST); and,

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

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

g. All IRR commanders who are best and fully qualified for promotion to captain have attained or maintained one of the following USCG MMCs: MASTER, STM CHENG, MTR CHENG, or GT CHENG, and consistently executed annual ADT (or have an approved waiver).

h. SELRES commanders who have demonstrated superior performance, successfully served in challenging billets and leadership tours across a variety of commands such as commanding officer, officer-in-charge, executive officer, and/or chief staff officer should receive favorable consideration.

i. 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 community values commanders who consistently demonstrated leadership in engineering planning, maintenance, or repair activities, both shore-side and afloat; and whose annual training efforts align with Port Engineer, Life Cycle Management, Navy Operational Planning 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

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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 a 'FAO Q' AQD; completed Joint Foreign Area Officer Phase II (JFAO Phase II); completed JPME Phase I; and maintain proficiency in at least one foreign language.

f. Best qualified officers demonstrate sustained superior performance in increasing levels of leadership across 2 or 3 FAO billet types (Embassy Security Cooperation Officer, Defense Attaché Service, or Strategy, Plans, & Policy). Key attributes include:

(1) Demonstrated superior leadership and team building across organizations (fleet, joint, interagency, allies & partners) while exemplifying Navy Core Values.

(2) Demonstrated leadership delivering national strategic and theater operational outcomes versus strategic rivals regardless of region.

(3) Demonstrated leadership developing Campaign Plans or Security Cooperation Plans, aligning operations, activities, and investments to outcomes to address complex problems.

g. At this level, the FAO community also values (in order):

(1) Superior performance in a FAO Community leadership tour post milestone [Community Manager (FAO OCM), Detailer, FAO Policy, OPNAV N13F].

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

(3) Fellowship, scholarship, 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 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

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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 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 captains will have:

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(1) Be currently assigned or have completed an APPLY-
selected reserve unit commanding officer or other
headquarters/major fleet staff oceanographer APPLY assignment.

(2) Completed an advanced degree (master's or
doctorate), but may not have an associated subspecialty Q-code
if completed outside of initial active-duty service obligation.

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 captains will have:

(1) Demonstrated superior leadership and performance in
APPLY-selected O-5 command.

(2) Demonstrated superior leadership and performance in
APPLY-selected oceanography assignments to 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) Completed a technical post-graduate education in a
related field of study (oceanography, meteorology, hydrography,
or physics).

(5) Attained JPME Phase I.

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

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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 captains will:

(1) Be currently assigned to or have completed an APPLY selected leadership tour (O-5 IWC Unit Commanding Officer, Major Command Executive Officer as an O-5).

(2) Have completed an advanced degree (master's or doctorate).

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 captains will have:

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(1) Demonstrated superior performance and leadership as an O-5 commanding officer or O-5 major command executive officer.

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

(3) Completed major staff tours (NAVIFORES HQ/Region, FCC/C10FLT, NSA, Joint).

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

(5) Have an advanced degree (master's or doctorate) in a STEM-related field.

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

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

(8) 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 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 IP captains will:

(1) Be in or have completed an APPLY-selected O-5 CO, program manager, CIO, or equivalent assignment.

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(2) Have completed an advanced degree (master's or doctorate).

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 IP captains will have:

(1) Demonstrated superior performance in O-5 command or executive officer billets.

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

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

(4) Have an advanced degree (master's or doctorate) in a STEM-related field, advanced technical certifications, or DoD CIO certificate.

(5) Completed 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 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

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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 captains will:

(1) Be in or have completed an APPLY-selected O-5 leadership billet: Unit CO/OIC/XO and/or CNIFR HQ or Region/Ech IV staff billet.

(2) Have completed an advance degree (master's or doctorate).

(3) Attained JPME Phase I.

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 captains will:

(1) Have superior successful performance in more than one O-5 leadership billet: unit CO/OIC/XO or APPLY-selected CNIFR HQ and/or Region staff billet, and both Navy and Joint units.

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

(3) Demonstrate proficiency in integrating other IW discipline.

(4) Demonstrate superior leadership impact in strategically critical area (e.g., China, Russia).

(5) Progress toward JQO qualification beyond JPME Phase I.

19. 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 and professional acumen commensurate with the opportunities

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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.

20. 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.

A handwritten signature in dark ink, appearing to be 'T. Emmert', written over a horizontal line.

Terence G. Emmert
Acting