



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

NOV 2 2023

From: Secretary of the Navy
To: President, FY-25 Navy Reserve Rear Admiral Line and Staff
Corps Promotion Selection Boards

Subj: ORDER CONVENING THE FY-25 PROMOTION SELECTION BOARDS TO
CONSIDER OFFICERS IN THE LINE AND STAFF CORPS ON THE
RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PERMANENT
PROMOTION TO THE GRADE OF REAR ADMIRAL

Ref: (a) FY-25 Active-Duty and Reserve Navy Flag Officer
Promotion Selection Board Precept

Encl: (1) Board Membership
(2) Board Recorders and Administrative Support

1. Date and Location

a. The promotion selection boards, consisting of you as president and the officers and individuals listed in enclosures (1) and (2), are ordered to convene at Navy Personnel Command, Millington, TN, at 0800, Tuesday, November 14, 2023, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter and the FY-25 Active-Duty and Reserve Navy Flag Officer Promotion Selection Board Precept, reference (a).

2. Promotion Board Authorized Selections. The zones for selection to flag have been set forth in the FY-25 Navy Reserve Flag Officer Promotion Plan. The boards may recommend up to the number I have provided below.

<u>COMPETITIVE CATEGORY</u>	<u>NUMBER TO SELECT</u>
Unrestricted Line	3
Unrestricted Line (Training and Administration of the Reserves (TAR) Experienced Officer (TEO))	1
Restricted Line	
Information Warfare	1
Staff Corps	
Supply Corps	1

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

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

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

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

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

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

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

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performance-proven personnel.

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

(1) **Proven and Sustained Performance**

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

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

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

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platform, or career path to select the best qualified officers to serve as the future leaders of the Navy. Seek those officers who think strategically and acknowledge the value of every Sailor and civilian. Seek those who take care of themselves and their families, embrace diversity of thought and background, and foster inclusion and connectedness. Seek those who always do the right thing, especially when it is hard. Consider those who keep close watch on their own mental, physical, and emotional health, and the health of those they lead.

(d) Our dynamic Navy requires equal consideration to those who have served in non-traditional, combat-related, nation-building roles. Successful performance and leadership in combat conditions demonstrate exceptional promotion potential and should be given special consideration.

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

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

(2) Education / Personal and Professional Development

(a) The Navy's ability to support future operational requirements depends on a well-educated and trained officer

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workforce. The Navy needs officers who have helped create a culture of continuous learning demonstrated by their professional development through education and training. You shall favorably consider professional military education (PME), relevant graduate education, and experience in specialized areas. The PME Continuum integrates four components of education: advanced education, Navy-specific professional military education (NPME), joint professional military education (JPME), and leadership development. Best and fully qualified candidates seek opportunities to improve performance by increasing their knowledge throughout their careers.

(b) Applying advanced education in subspecialty tours and achieving specialized skills as reflected in additional qualification designator codes are significant career milestones.

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

4. Equal Opportunity Guidance

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

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effectiveness of our Navy by drawing upon the entirety of our talents and backgrounds. Diversity is not founded on statistics, percentages, or quotas. Diversity is about achieving peak performance. Our Navy should draw upon the entire possible set of talents and backgrounds to maximize our warfighting capability, innovate to address new threats and challenges, and take advantage of emergent opportunities.

b. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, or national origin. The Navy strives to maintain a professional working environment in which any of these bases will not limit a Sailor's professional opportunities. Discrimination on any of these bases is contrary to the Department's core values of honor, courage, and commitment. Accordingly, within this board's charter to determine the officers who are "best and fully qualified," you must ensure that officers of every race, religion, color, sex (including pregnancy), gender, gender identity, sexual orientation, and national origin are given fair and equitable consideration.

c. Your evaluation of all officers must be fair and equitable. You should be particularly vigilant in your evaluation of records to take care that no officer's promotion opportunity is disadvantaged by service utilization policies or practices. You should evaluate each officer's potential to assume the responsibilities of the next higher grade, including his or her ability to successfully lead a diverse organization, the overriding factor being performance of assigned duties.

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

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

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

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

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

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

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

5. **Competency and Skill Guidelines (URL/RL/Staff Corps)**. Per 10 U.S.C. §14107(b)(4), the promotion selection board convened by this order to consider eligible officers in the URL, RL, and Staff Corps shall apply the following guidelines relating to Navy's need for rear admirals who possess the competencies and skills indicated.

a. Indo-Pacific Area Expertise Considerations

(1) As indicated in the National Defense Strategy, China is leveraging military modernization and predatory economics to coerce neighboring countries to reorder the Indo-Pacific region to their advantage. As China continues to seek economic and military ascendance, it will continue to pursue a military modernization program that tries to displace the United States to achieve global preeminence in the future.

(2) Recognizing this challenge to U.S. national security

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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.

b. Direct Support of Overseas Contingency Operations (OCO)/ Irregular Warfare. The boards should give favorable consideration to those officers who, while serving in leadership assignments in the grade of O-5 or above, have displayed superior performance in direct support of OCO or in irregular warfare assignments, in particular those assignments that are extraordinarily arduous or which involve significantly heightened personal risk. These individuals are developing valuable combat and nation-building skills under stressful conditions. Such assignments may not be typical of the officer's traditional community career path and the officer may be rated by a reporting senior unfamiliar with the officer's specialty and the Navy fitness report system.

6. Unrestricted Line (URL) Competency and Skill Guidelines.

Per 10 U.S.C. §14107(b)(4), the URL promotion selection board shall apply the following guidelines relating to the Navy's need to fill FY-25 critical vacancies with specified numbers of SELRES URL rear admirals who possess the competencies and skills outlined in Table 1. Success in operational and shore command is the pinnacle achievement and prime indicator of potential fitness for future leadership positions. However, not every URL community has operational command opportunity and must be measured based on the opportunities available to that particular designator with a bias towards large, complex, and operationally relevant staffs or Navy Reserve Readiness Units. You shall apply these guidelines in conjunction with the best and fully qualified selection standard, and in no case shall the Navy's need for specified numbers of officers to fill the vacancies be interpreted as a quota. As such, when determining those URL officers who are best and fully qualified for promotion, the URL board should give strong consideration to those officers who possess the competencies and skills necessary to fill the FY-25 SELRES vacancies, as outlined in Table 1.

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TABLE 1

GUIDELINES RELATING TO NAVY'S NEED FOR URL REAR ADMIRALS WITH PARTICULAR COMPETENCIES AND SKILLS

FY-25 CRITICAL VACANCY	NUMBER OF OFFICER(S) NEEDED	COMPETENCIES AND SKILLS REQUIRED FOR CRITICAL VACANCY
1XX5	3	Vacancies in URL billets require proven performance while assigned to significant leadership position(s) in support of Navy or Joint command(s).

7. **TEO Considerations.** The officer selected for promotion from the TEO competitive category will be detailed as the Commander, Navy Reserve Forces Command. The officer selected to this position should demonstrate proven leadership potential with a broad understanding of Navy Reserve Force composition, administration and capability. Specifically, the candidate must possess a detailed understanding of the strategic direction of the Navy Reserve Force, and the Navy Reserve Force's contribution to the National Defense Strategy.

8. **Information Warfare Community (IWC) Considerations.** The Navy needs one Information Warfare (IW) officer who is agile, flexible, and capable of leading across the broadest range of IW disciplines while supporting the application of joint and/or naval task forces in military and IW operations worldwide. The officer must have demonstrated proven career IW experience and performance in command with strong cross-functional understanding of operations that affect and directly support the Navy, Joint Force, and Inter-agency at the strategic level. The board shall favorably consider experience as a mobilized senior officer in direct support of OCO and experience on major commands or staffs. In-depth knowledge of Navy Reserve and Naval Information Forces is critical to success in this role. The officer selected must have the ability to lead, develop and integrate IW support and/or effects at both the strategic and operational levels. Must have in-depth knowledge of Naval, Joint, and Inter-agency doctrine and/or processes, with the ability to align the strategic IW context to the operational environment within both reserve and active forces.

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9. Supply Corps Considerations

a. Future leaders of the Supply Corps should possess broad experience in the Navy and Joint operational forces, and the Global Logistics Networks (i.e. Naval Supply Systems Command, Defense Logistics Agency, U.S. Transportation Command, etc.) which support them. The officer selected should have demonstrated leadership within one primary line of operation (i.e. supply chain management, acquisition, or operational logistics), and experience in one or more other primary and secondary lines of operation (i.e. business management, operations analysis, or comptrollership/financial management).

b. The officer selected should possess exceptional community leadership skills with demonstrated integrity and success in command positions. The Navy and Supply Corps both require that flag officers serve in a broad spectrum of assignments, requiring expertise in diverse functional areas. Contracting, supply chain management, and operational logistics experience in direct support of deployed or fleet forces are particularly desirable. Additionally, joint experience should be valued highly.



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