



THE ASSISTANT SECRETARY OF THE NAVY
(MANPOWER AND RESERVE AFFAIRS)
1000 NAVY PENTAGON
WASHINGTON DC 20350-1000

FEB 9 2026

From: Assistant Secretary of the Navy (Manpower and Reserve Affairs)

To: Presidents, FY-27 Active-Duty Navy Captain Staff Corps Officers Promotion Selection Boards

Subj: ORDER CONVENING THE FY-27 PROMOTION SELECTION BOARDS TO CONSIDER STAFF CORPS OFFICERS ON THE ACTIVE-DUTY LIST OF THE NAVY FOR PERMANENT PROMOTION TO THE GRADE OF CAPTAIN

Ref: (a) FY-27 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) Statutory and Regulatory Promotion Objectives
(5) Merit Reorder Considerations

1. Date and Location

a. The promotion selection boards, consisting of you as presidents, the officers listed in enclosure (1) as members, the officers listed in enclosure (2) as recorders and assistant recorder(s), 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 10, 2026, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter, the FY-27 Active-Duty Navy and Reserve Officer and Chief Warrant Officer Promotion Selection Board Precept, reference (a), and (as applicable) the Statutory and Regulatory Promotion Objectives, enclosure (4).

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-27

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Active-Duty Navy Officer Promotion Plan, and furnish the number
to the boards.

b. If the computation results in a fraction of a number of 0.5 or greater, that fraction is rounded up to the nearest whole number unless that rounded number is itself greater than 95% of the in-zone eligible officers, in which case the fraction is rounded down 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>
Medical Corps	94
Dental Corps	93
Medical Service Corps	75
Judge Advocate General's Corps	58
Nurse Corps	71
Supply Corps	58
Chaplain Corps	60
Civil Engineer Corps	53

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

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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 War (DOW) ethical standards, are physically fit, and demonstrate loyalty to the Navy Core Values.

(2) Officers fully qualified for promotion should show a readiness for leading and solving problems at larger and larger scales.

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

(b) Upon this foundation of Navy Core Values, they must show a mindset of continuous self-improvement, a desire to "Get Real, Get Better" every day. This includes the ability to: self-assess, to be absolutely honest, humble, and transparent in determining the actual performance of themselves and their teams; self-correct, to apply problem solving frameworks to pursue root cause and solve the Navy's hardest problems in a

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

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(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).

Medical Corps (2100)

1. N/A

Dental Corps (2200)

1. N/A

Medical Service Corps (2300)

1. N/A

Judge Advocate General's Corps (2500)

1. N/A

Nurse Corps (2900)

1. N/A

Supply Corps (3100)

1. N/A

Chaplain Corps (4100)

1. N/A

Civil Engineer Corps (5100)

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

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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 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

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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 War (SecWar) 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.

6. Favorable consideration shall be given to the critical need for senior leaders who are Joint Qualified Officers 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

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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.

3. Note that CHC officers are noncombatants.

Chaplains do not have the same IA/GSA/OCO/APH assignment opportunities as other communities. However, chaplains develop combat experience through support of warfighters in operational environments within the Navy, Marine Corps, and Coast Guard. The board may give favorable consideration to those CHC officers who have displayed sustained superior performance in operational assignments to include Navy fleet (SCO); Fleet Marine Force (FMF); Coast Guard sectors, districts, or regions; and IA/GSA/OCO/APH assignments.

(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, 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

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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. Fosters connectedness and cohesion at all levels and among individuals and teams.
5. Always does the right thing, especially when it is hard.
6. Keeps close watch on their own mental, physical, and emotional health, and the health of those they lead.

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

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(d) Builds connectedness and cohesion. You should give careful consideration to officers who lead with humility and consistently and sustainably inspire their teams to perform at their best, creating teams that are connected and cohesive, regardless of background. This trait includes active listening to subordinates of all ranks and backgrounds and the ability to effectively self-assess.

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

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

(4) **COVID-19 Vaccine Refusal Adverse Information.** Promotion selection boards will not consider any adverse information related solely to COVID-19 vaccine refusal in cases in which an accommodation was requested. Additionally, you shall not consider any other adverse information related solely to COVID-19 vaccine refusal. If adverse information related solely to COVID-19 vaccine refusal is identified in an eligible officer's record, you will notify the board administrative support staff.

(5) **Indo-Pacific Area Expertise Considerations**

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

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military affairs and U.S. strategic interests in the Indo-Pacific region, and operational contingency planning for Indo-Pacific war plans.

(6) **Joint Officer Considerations**

(a) Our ability to operate effectively with the other Services is vital to our war-fighting capability. To foster this ability, a number of officers are assigned to joint duty with the Joint Staff, the other Services, and joint organizations. To ensure our ability to conduct joint operations, the Navy is firmly committed to placing as many officers as possible in joint duty assignment billets.

(b) Success in these assignments should be given special consideration, and the statutory joint promotion objectives, delineated in enclosure (4), represent critical requirements that warrant particular consideration when determining which officers are best qualified for promotion. However, these statutory joint promotion objectives do not alter the best and fully qualified selection standard. As such, members shall only select eligible officers who are best and fully qualified for promotion, even if doing so will result in a failure to meet the statutory joint promotion objectives.

(c) This guidance does not apply to boards for competitive categories in which there are no joint officers eligible for consideration.

(7) **Acquisition Workforce Considerations**. Acquisition Workforce officers possess the qualifications to manage the development, acquisition, and life cycle support of the Navy's current and future platforms and associated systems. The URL, Aerospace Engineering Duty Officers, Engineering Duty Officer, and Medical Service Corps communities all contain Acquisition Workforce officers. In addition, contracting skills are based in the Supply Corps and Civil Engineer Corps. While there are specific needs and backgrounds in each community, there are overarching acquisition skill sets which are valued and found in all of these communities. Officers who possess these skills, regardless of the community to which they belong, are valued and necessary for the health of the Acquisition Workforce, and should be considered in the broad context of the Acquisition Workforce. Examples of these overarching skill sets include technical and operational knowledge of weapons and major weapons systems (e.g., ships and aircraft), Command, Control,

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Communications, Computers, and Intelligence (C4I), combat systems, unmanned systems, systems engineering, enterprise information systems, and information technology (IT). In determining the best and fully qualified officers for promotion, you shall give equal consideration to outstanding performance whether in an acquisition or non-acquisition position.

6. **Equal Opportunity Guidance**

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

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

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

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

(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.

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d. The Navy has assigned some officers outside of traditional career development patterns, including assignments to institutional instructor and recruiting billets. These assignments, though greatly beneficial to the Navy, may have foreclosed to the officers so assigned opportunities available to other officers. In addition, other utilization policies or practices, such as those based on statutory restrictions on the assignment of women, may have had an effect on career opportunities previously. Such assignment practices should not prejudice the selection of these men and women for promotion. Successful performance of duties assigned is the key in measuring an officer's potential for promotion; duty performed well by men and women affected by such utilization policies or practices should be given weight equal to duty performed well by an officer not affected by such policies or practices.

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

7. Medical Community Considerations

a. The Navy seeks Medical Department professionals who are exemplary leaders capable of inspiring teams and delivering results in complex and challenging environments. Proven performance and knowledge obtained through a variety of experiences, including assignments at: BUMED/Navy TYCOM and Joint Headquarters; Fleet/Fleet Marine Force/joint operational medical commands; Navy Medicine Readiness Training Command/Units supporting Defense Health Agency Medical Treatment Facilities; Medical SYSCOMs; Medical Research facilities; Medical Support Commands; Navy Recruiting Command, and staff and headquarters assignments are necessary. Future leaders must demonstrate an understanding of, and experience within, the integrated Navy Medicine Enterprise. Navy Medicine greatly values joint experience and formal education, including Professional Military Education. Service in combined or other staff positions at senior levels of government is also highly desirable.

b. The Navy requires officers of exceptionally high operational, clinical, and professional competence. These leaders must possess critical thinking skills to analyze complex situations and make risk-informed decisions that address root causes. They must also clearly articulate findings and actions to patients and/or senior leaders. Effective communication and

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stakeholder engagement are essential to creating and communicating Navy Medicine's vision, as well as building, empowering, and motivating teams to accomplish it. These officers must understand the balance between readiness and operational requirements and possess the courage to uphold principles while demonstrating a clear potential to lead the Navy of the future. They must recognize talent and mentor, coach, and develop junior officers, fostering an environment where subordinates thrive through trust and confidence. They must effectively utilize best clinical practices, business tools, and operational risk management to ensure the readiness and health of our operating forces. Our Medical community's leadership must be drawn from officers who clearly understand Navy Medicine's obligation to support the fleet, Marine Corps, and joint force, and who demonstrate the capacity to meet the challenges of our commitment to maritime superiority.

c. Navy Medicine's future leaders must demonstrate proven leadership within their operational, clinical, educational, scientific, and other specialty communities. When determining those officers best qualified for promotion, selection boards should select and prioritize those officers with a broad spectrum of assignments demonstrating expertise in varied functional areas. Clinical, academic, and/or scientific proficiency as a health professional should be considered at least as equally as leadership, administrative, and management skills. Strong consideration should be given to board certification, when available for the specialty and when the officer has had sufficient time to meet the requirements. It should be noted that, although there is no set career path for upward mobility, selected officers will likely be placed in positions requiring broad military and medical perspectives beyond the Department of the Navy.

d. Special attention must be given to the records of officers serving in operational and/or joint environments, particularly where they are often among a small or "1-of-1" peer group, or where reporting seniors may be unfamiliar with the Medical Department career paths or the Navy fitness report system. Excellence in operational support settings should receive special consideration as Navy Medicine increases its focus on readiness and operational support. For operationally-focused specialties, prioritize officers who have consistently demonstrated superior performance and operational commitment. Special consideration should also be given to officers who have demonstrated the ability to move seamlessly across domains to

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include mental health specialties and those assigned as a Navy
Recruiter.

e. The Navy values graduate education and sub-specialty development for its officers. Recognizing the competitive selection process for Duty Under Instruction (DUINS) programs, including residencies and fellowships, the board shall consider officer's sub-specialty expertise and academic achievements, at least commensurate with the consideration given to administrative and management skills. The Navy invests significantly in officers selected for DUINS and other advanced educational opportunities. The board should carefully evaluate officers who may lack extensive peer comparison in their fitness reports due to the nature of their educational programs. This lack of direct peer comparison should not be viewed as a negative factor.

f. The best and fully qualified officers for promotion to captain in Navy Medicine are those who have demonstrated sustained superior leadership. This select group will form the foundation of our future flag officers and top-tier leaders. Officers with superior performance who have concentrated their careers and demonstrated mastery and leadership in a particular operational, clinical, research, scientific, academic, or administrative setting should be favorably considered. The best and fully qualified officers for the rank of captain will be those with proven leadership experience who have demonstrated experience and expertise across the spectrum of military medicine, with a particular emphasis on operational experience and platforms. Given Navy Medicine's increased focus on operational support and readiness, demonstrated leadership excellence in these areas is paramount. Additionally, successful officers will ideally possess experience and expertise navigating the intersection of strategic and tactical considerations in military healthcare delivery, gained through assignments at headquarters or other associated DoW agencies.

8. Judge Advocate General's (JAG) Corps Community Considerations

a. Navy JAG Corps officers are members of two professions: the profession of arms and the profession of law. As Naval Officers, judge advocates must at all times be conscious and supportive of Navy requirements, culture, and values. The community exists to support the operational readiness of the Navy and to enable Naval and joint operations in support of our

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national security. The best and fully qualified officers are those who not only perform superbly in their assignments but do so with the highest of character and in a way that establishes and maintains the trust of their subordinates, peers, and seniors.

b. The Navy JAG Corps is comprised of Naval Officers who practice across four core practice areas: national security law, military justice, administrative law, and Sailor and family legal readiness services. Those officers who possess a broad base of experience and skill are highly valued and are able to be detailed to a wide array of billets in support of the fleet and shore establishment and are capable of advising DON, Joint, and civilian leaders. Similarly, officers who have developed a depth of experience and skill in a specialized practice area such as environmental law are highly valued for their ability to provide critical subject matter expertise. As there are no fixed career paths, the board must view favorably those officers who demonstrate sustained superior performance in positions of increasing complexity, responsibility, and leadership. There are no quotas or expected selection rates for officers in a particular practice area. Rather, the board must ensure that the highest performing and most trusted officers are selected.

c. **Area Tours.** In evaluating a judge advocate's successive tours in the same geographic location, the board shall favorably consider the officer's sustained superior performance in positions of increasing complexity, responsibility, and leadership, as well as the needs of the Navy. The JAG Corps will give favorable consideration to those who successfully perform duties at sea, on individual augmentations, or in isolated CONUS locations.

d. **Military Justice Litigation Career Track (MJLCT) Considerations.** The delivery of military justice is both a core competency and a primary mission of the JAG Corps. To meet this mission, the JAG Corps has established the MJLCT to identify, select, develop, train, and retain judge advocates who have demonstrated aptitude for military justice litigation. The board is instructed to value litigation and military justice experience when selecting the best qualified officers. MJLCT officers fill litigation-intensive billets, ensure the effectiveness and efficiency of the courts-martial process, and are available for assignments that require expertise in military justice and criminal litigation. Because of the highly specialized nature of the track, some MJLCT officers may not

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have served outside of litigation billets. This specialization should not be viewed negatively, as it reflects focused development and utilization in a critical mission area. As MJLCT officers gain seniority, they should demonstrate competence in positions with increasing degrees of leadership as both defense attorneys and prosecutors, victims legal counsel, military judges, as supervisors of judge advocates, legalmen, and civilians, and in non-MJLCT billets.

e. Assignment to Office of Military Commissions (OMC).

Military commissions remain a national priority. The JAG Corps must continue to value the important contributions of skilled legal practitioners at OMC.

f. Post-Graduate Education. An officer's pursuit of post-graduate education demonstrates a commitment to professional development and a culture of learning. Successful completion of post-graduate education indicates an advanced level of professional expertise in the applicable field of study. The board shall give equal weight to post-graduate education obtained at military and civilian institutions.

g. Judge Advocate Personnel Qualification Standards (PQS).

The Judge Advocate PQS is a training framework through which new judge advocates develop and demonstrate a foundational level of professional competence. Officers who graduated from the Basic Lawyer Course in March 2025 or later are required to complete the PQS and will normally do this during their initial tour as a judge advocate. Officers who graduated from the Basic Lawyer Course before March 2025 are not required or expected to complete the PQS.

h. Temporary assignments outside the Department of War in support of other federal agencies further national security objectives identified by the President and Secretary of War and enhance a judge advocate's understanding of the interagency. Although such assignments are not typical of the traditional judge advocate's career path, the JAG Corps values the contributions made by the judge advocates who serve in these high-visibility assignments.

i. All fully qualified JAG Corps captains should have a track record of successful tours, demonstrating outstanding leadership, judgment, and professional acumen in their billets.

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j. Best qualified officers will be top performers with sustained superior performance in a variety of positions of increasing complexity, leadership, and responsibility.

k. Valued achievements prior to captain:

(1) Demonstrate full command of the broad spectrum of the four core practice areas - national security law, military justice, administrative law, and Sailor and family legal readiness services. However, the board should consider that an officer who has developed mastery of a specialized practice area, such as military justice litigation or environmental law, may not have had the same opportunity as their peers to demonstrate full command of the other core practice areas. For MJLCT officers, this requirement is supplemented by paragraph (5) below. This level of expertise will be demonstrated through sustained superior performance in applicable billets and, in many cases, through post-graduate education or instructor duty. This expertise must also include military operational knowledge, such as an understanding of strategic theater level missions, the joint planning and execution process, and Joint Staff/Combatant Command/Component Command structures and operations, and where possible, AOR/Theater specific mission requirements. This military operational knowledge can be gained through assignments, training, deployment, joint tours, participation in joint and/or multinational exercises, self-study, and/or JPME.

(2) Exhibit ability to proactively identify issues and provide timely and actionable legal advice to senior clients - particularly two- and three-star flag and general officer commanders and staffs, senior SES, or political appointees - in advanced practice areas, including ethics/standards of conduct, complex investigations and accountability measures, and General Court-Martial convening authority matters.

(3) Demonstrated ability to effectively lead staffs, offices, litigation teams, or divisions or branches in the Office of the Judge Advocate General (OJAG), and provide supervision of assigned judge advocates, legalmen and civilians or judge advocates in lower echelons. Best qualified officers have shown the ability to build, develop, inspire, and improve teams and team members as well as the ability to solve complex legal and non-legal issues through effective collaboration and application of analytical rigor. They are proactive, engaged mentors inside and outside the chain of command, encourage

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initiative and innovation, effectively manage and motivate talent, hold individuals and organizations accountable, and are model representatives of the JAG Corps to the greater Navy in all areas, including professional competence, character, and physical fitness.

(4) Demonstrated executive-level understanding of OJAG, and Naval Legal Service Command (NLSC) or Office of the Special Trial Counsel (OSTC) organization and operations. This understanding is gained through highly-encouraged OJAG/NLSC/OSTC headquarters or leadership tours, which contribute to the ability to expertly assess, analyze, coordinate, and resolve complex legal, policy, and organizational issues affecting the Department of the Navy, the Navy, or the JAG Corps.

(5) MJLCT-specific considerations. Best qualified MJLCT officers competitive for selection to captain should have experience as an executive officer or equivalent position, as the senior counsel in charge of a prosecution (Region Legal Service Office or OSTC) or defense office, military judge, or a litigation leadership billet of equivalent complexity. The officer should have a substantial track record of superior performance in leading and training junior litigators, legalmen, and civilians.

1. For merit reorder consideration, the candidate must have demonstrated sustained, superior performance in each assignment as measured by "early promote" promotion recommendations in competitive groups and trait averages above a reporting senior's cumulative average. Other valued achievements for all paygrades include:

(1) Superior performance of duties in a weapons engagement zone.

(2) Superior performance in remote locations. Special consideration should be given to overseas, forward deployed, remote CONUS, and at-sea service.

(3) Successful performance in a position above current paygrade, to include Acting in a billet for more than six months.

(4) Measurable leadership actions to improve retention and trust within the JAGC.

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(5) Superior personal initiative or innovation that improves the organizational performance and efficiency of the JAGC, such as actions that create best practices or advance a culture of learning.

(6) Significant contributions to recruiting, retention, and onboarding efforts.

9. Supply Corps (SC) Community Considerations

a. The Navy requires SC professionals who possess a comprehensive view of logistics and supply chains. This requires SC officers who understand the interconnection across acquisition and life cycle sustainment, supply chain management, and operational logistics within the fleet and joint force operating environments.

b. SC officers serve in a wide range of assignments. While there is no singular path for upward progression, assignments should reflect variety in scope, complexity, and mission commensurate with their rank. We value SC officers who demonstrate sustained superior performance in leadership billets of increasing responsibility and complexity.

c. SC officers master their craft by learning to solve complex fleet problems. The board should look beyond the mere accumulation of subspecialty codes and AQDs, striking a balance between experiences that develop broad exposure and an enhanced appreciation of the entire logistics enterprise.

d. SC personnel are expected to leverage their knowledge and experience to build strong teams. Formal education combined with continuous learning are considered a strategic imperative to understanding the competitive maritime environment.

e. Officers who have successfully proven their ability to lead people and organizations in tough, high-impact environments and have consistently exhibited sustained superior performance with increasing scope of responsibility demonstrate potential to lead at the rank of captain.

f. Potential captains are expected to have exposure to a broad range of operational and support tours across fleet logistics, supply chains, acquisition management, and life cycle sustainment. Board members should carefully examine a candidate's entire record to assess the officer's ability to

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leverage their experiences. Assignments at multiple echelons across the SC Lines of Operations should be given favorable consideration.

g. The best qualified officers will have demonstrated superior leadership and performance in 0-5 milestone tours.

h. For merit reorder consideration, valued achievements prior to captain include:

- (1) Those officers with breakout performance in challenging assignments aligned to the SC Lines of Operation.
- (2) Superior performance in 0-5 milestone tours.
- (3) Acquisition Professional Membership (APM) (desired).
- (4) Designated as a Joint Qualified Officer.

10. Chaplain Corps (CHC) Community Considerations

a. The CHC exists to support Sailors, Marines, Coast Guardsmen, and their families, in the exercise of their religious freedom and the development of their Spiritual Readiness. The CHC refers to both the profession of chaplaincy and the community of practitioners who deliver and support religious ministry in the Sea Services as Professional Naval Chaplaincy (PNC). PNC promotes the development of professional standards and a cultural ethos focused on effective religious ministry. All PNC practitioners must champion shared values and contribute to excellence within the community.

b. Spiritual Readiness (SR) is the strength of spirit that enables the warfighter to accomplish the mission with honor. The CHC acknowledges four pathways that support Spiritual Readiness: a connection to the divine; participation in a community of faith; sacrifice for the greater good; and the pursuit of meaning, purpose, values and service. CHC officers must deliver effective and efficient Religious Ministry that encourages individuals in their journeys along any or all these pathways.

(1) CHC officers deliver effective and efficient Religious Ministry by applying and combining the four CHC core competencies:

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(a) Providing faith group-specific ministry to those of their own faith;

(b) Facilitating for the religious needs of those from other faith traditions;

(c) Caring for all personnel; and

(d) Delivering relevant advice to commanders.

(2) Chaplains selected for promotion continually develop professional skills and competencies, at a level commensurate with or above their rank, while coaching, mentoring, and supervising others.

(3) The chaplains selected for promotion should contribute, enhance, and strengthen the CHC community and seek innovative ways to encourage the SR of chaplains and Religious Program Specialists (RPs).

(4) Promotion boards help ensure that Navy CHC's future leaders possess the broad knowledge necessary to support warfighter readiness and are recognized leaders, demonstrated by professional competence, superior fitness reports with grades consistently above RSCA, and experience in staff roles advising senior and Flag level line/staff corps leaders on the development of integrated networks of sea/shore religious ministry support. Fitness reports should demonstrate that they build strong teams that achieve measurable outcomes.

c. Career Paths. Because chaplains serve in the Navy, Marine Corps, Coast Guard, and joint environments, there is no standard or expected career path. The CHC values initiative as indicated by the successful completion of arduous assignments, milestone billets, recruiting duty as a Chaplain Officer Program Officer, and IA/GSA/OCO/APH opportunities, and, in the case of Reserve Component chaplains, mobilizations. Chaplains demonstrate their professional development by mastering core competencies and agilely applying them to the contexts of their assignments rather than by accumulating experiences associated with any specific sequence of billets.

d. The CHC values education, training, and professional development. All CHC officers enter service with at least one master's degree.

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(1) Advanced Education. Officers competitively selected to participate in advanced education beneficial to the Navy (e.g., Navy-funded, personal expense, etc.) after entering service, and subsequent to promotion to lieutenant commander, that leads to another master's degree, post-graduate certification, Clinical Pastoral Education Residency, or doctorate degree should be given favorable consideration. Schooling associated with non-observed time should not be viewed as detrimental to promotion potential.

(2) Fleet Marine Force (FMF) Qualified Officer. Not all chaplains have the opportunity to be assigned to an FMF tour, but if they were, or are, then favorable consideration may be given to those officers who have qualified as a FMF (AQD:55F). Chaplains must have been assigned to an FMF unit for at least 12 months to be eligible for the 55F.

(3) Surface Chaplain Officer (SCO) Designation. Not all chaplains have the opportunity to be assigned to a Surface Navy tour, but if they were, or are, then favorable consideration may be given to those officers who have qualified as a SCO (AQD:LA6). SCO AQD was initially authorized in 2021.

(4) United States Coast Guard Qualified Officer (CGQO). Not all chaplains have the opportunity to be assigned to a Coast Guard tour, but if they were, or are, then favorable consideration may be given to those officers who have qualified as a CGQO (AQD:56F). CGQO AQD was initially authorized in 2023.

(5) Board Certified Chaplain (BCC). Chaplains who have completed a requisite 12-month residency in Clinical Pastoral Education within Navy Medicine or a civilian healthcare setting and are able to document required ministry experience may also complete the process for clinical board certification by meeting the evaluative standards of a nationally recognized certifying body, resulting in the 531 AQD. BCC demonstrates the highest levels of competency in clinical chaplaincy and a commitment to continued professional development. Favorable consideration may be given to chaplains attaining BCC status.

e. Fitness Reports. Take special care when reviewing fitness reports written by officers of the Marine Corps, Coast Guard, Merchant Marines, or commanders in joint environments where reporting seniors may be unfamiliar with the Navy fitness reports system.

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f. Navy Reserve Officers Recalled to Active-Duty. The CHC community is a mix of direct accessions and indefinite recalls. Navy Reserve officers who have been recalled to active-duty will have fewer active-duty fitness reports than their continuous active-duty peers. Due consideration shall be given to the fitness reports available and the quality of performance reflected in the record. A recalled officer's record shall not be discounted simply because it contains fewer active-duty fitness reports than an active-duty peer's record.

g. Fully qualified CHC Officers should have:

(1) A successful track record of sustained superior performance and increasing scope of responsibilities in leadership, supervision, and/or major staff assignments.

(2) Demonstrated ability to encourage the success of others and invest in PNC through mentoring Religious Ministry Teams (RMTs), leading PNC community-building activities, and promoting efforts to enhance the integrated network of sea/shore religious ministry support.

(3) Actively supported enhancement of data-collecting and analysis efforts, mentoring subordinate RMTs in their ability to advise commanders on tone of force and recommended ministry initiatives.

h. Best qualified CHC Officers should have (in priority order):

(1) Planned, developed, coordinated, and executed integrated solutions across commands, budget-submitting offices, and warfare and provider enterprises for the delivery of religious ministry and sustainment of SR.

(2) Demonstrated business acumen and an understanding of process improvement practices employing Get Real, Get Better (GRGB) principles; coordinating formal problem-solving efforts; and applying rigorous data analysis to strategic decision-making.

(3) Successfully completed a milestone assignment.

(4) Officers who have demonstrated competency in decentralized leadership of geographically disbursed personnel, equipping and developing leaders at each Echelon.

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(5) Led a CHC community of Interest and have produced outcomes influencing the effectiveness of Religious Ministry delivery across the CHC.

i. Values for CHC Merit Reorder in order of priority:

(1) Sustained superior performance throughout time in grade, with particular scrutiny of measurable outcomes across commands, budget-submitting offices, and warfare and provider enterprises. Additional consideration should be given to officers who have successfully completed milestone, deployed, overseas, or complex shore assignments.

(2) Superior performance in their assigned duties in operational or fleet tours should be weighted more heavily than earning degrees, accreditations, and certifications.

(3) Demonstrated ability to be a significant change agent with command organizations and PNC through capacity to identify process gaps and implement deliberate planning to close those gaps.

(4) Earned graduate degree in ministry enhancing studies and/or Naval War College/service school curriculum.

11. Civil Engineer Corps (CEC) Community Considerations

a. As the Navy's shore installation and expeditionary engineers, senior CEC officers are expected to display sustained superior performance in the three CEC core competencies, including Facilities Management and Acquisition; Seabees, Naval Construction Force Units, or other expeditionary units; and Navy/Marine Corps/Joint Staff. Integral to this performance, officers must possess exceptional people, teamwork, and leadership skills to work in linear and matrix organizations with uniformed, civil service, and industry personnel at all echelons of command and levels of government.

b. As Navy leaders, senior CEC officers are expected to take actions to improve workforce retention within the CEC community and Seabees. Leadership actions include coaching, mentoring, and sponsoring subordinates. Leaders acknowledge the value that well-rounded officer representation brings to the CEC community, which is especially relevant to major milestone billets including FEAD, ROICC, PWO, NCF, and command tours. Leaders also advocate the use of professional development

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opportunities provided by the Navy such as Career Development
Symposium, Tours with Industry, and Career Intermission Program.

c. Although there is no singular career path for upward progression, all officers under consideration for promotion must exhibit continued increase in job responsibility commensurate with their rank. Experiences in arduous and/or operational/individual augment and INDOPACOM assignments are valued.

d. While all CEC officers recommended for promotion must be the best qualified within their respective promotion categories, the Navy requires CEC community leaders with exceptionally high professional engineer and business competence.

e. Eligibility for command is valued.

f. A limited number of CEC billets support NAVSPECWAR, the Ocean Facilities Program, joint, instructor duty, and other unique requirements. Officers selected to perform these sensitive duties are extensively screened and complete demanding proficiency training and may have multiple-tour operational assignments that can preclude them from serving in traditional CEC career path billets. Due consideration should be given to outstanding performance by members in these assignments with the understanding that limited details of their activities may be provided in an unclassified "not observed" or "1 of 1" fitness report, given the sensitive and unique nature of their duties.

g. For merit reorder consideration, valued achievements for all paygrades:

(1) Superior performance in a leadership position normally filled by officers above their paygrade.

(2) Measurable leadership actions to improve retention and mentorship within the CEC and Seabees.

h. All fully qualified CEC captains should have demonstrated superior performance in their commander billets. The best qualified officers should have a track record of successful tours in quantifiable leadership positions with proven ability to lead and direct people and organizations in tough, highly visible, and challenging environments. Superior performance in O-5 command, Public Works Officer, Resident officer in charge of Construction and/or Facilities Engineering

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and Acquisition Division Director tours should be given heavy consideration.

i. A fully qualified officer's qualifications include: Seabee Combat Warfare qualification (AQD: 960) or other warfare qualification, if a lateral transfer to the community; registered as a Professional Engineer (AQD: 951) or Registered Architect (AQD: 952); Contracting Professional (AQD: ACA); obtained DoN Acquisition Professional Membership (AQD: APM), and a technical or financial management post-graduate education relevant to the CEC career path with associated P-code or Q-code subspecialty.

j. Highly valued achievements include Public Works Level III (AQD: 9P3); leadership/professional development - JPME Phase II, or other certifications relevant to our career field e.g., PMP, CEM, CCM.

k. For merit reorder considerations, valued achievements prior to captain:

(1) Minimum requirements: Consistent above-RSCA performance in commander tours; command eligible or qualified (AQD: 2D1 or 2D2).

(2) Additional items for consideration: Meritorious consideration should be given to those officers who demonstrate superior performance and leadership in O-5 command or major command executive officer/CSO tour; superior performance in positions of influence and leadership at operational and strategic commands; recommendations for major/sequential command.

12. **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.

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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 one, in which case the number that may be placed higher on the promotion list is one. 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.

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.

13. The Official Navy Record Markup Program (ONRMP) will be utilized to "pre-markup" records with fitness report trend lines, individual trait averages above reporting senior cumulative average, rank changes, and tour lines. The board member assigned is responsible to ensure ONRMP's accuracy during record review.



Benjamin C. Kohlmann

Statutory and Regulatory Promotion Objectives

PROMOTION SELECTION BOARDS

(These objectives DO NOT alter the best and fully qualified selection standard discussed in the convening order.)

1. **Statutory Joint Objectives.** For officers assigned to joint duty within the best and fully qualified standard, the board shall strive to ensure that the following statutory promotion objectives are achieved:

a. Officers who are serving, or have served, on the Joint Staff (JS) are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for officers in the same grade and competitive category who are serving on, or have served on, Navy Headquarters staff; and

JS Rate \geq HQ Rate of Selection

b. Officers in the grades of lieutenant commander or above who have been designated as a Joint Qualified Officer (JQO) are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for all officers in the same grade and competitive category.

JQO Rate \geq Overall Selection Rate for Category

2. **Statutory Acquisition Workforce Objective.** In accordance with 10 U.S.C. § 1731, Acquisition Workforce (AW) officers are expected, as a group, to be promoted at a rate not less than the rate for all line (or the equivalent) officers (both in-zone and below-zone) in the same grade.

AW Rate \geq All Line (or Equivalent) Rate (IZ & BZ)

3. **Regulatory Objective.** Although not contained in statute, the Secretary of War has established an additional promotion objective as a matter of policy. Officers who are serving, or have served since their last promotion board, on the staff of the Secretary of War are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for all officers in the same grade and competitive category who are serving, or who have served since their last promotion board, on the Navy Headquarters staff.

OSD Rate \geq HQ Rate of Selection

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