



DEPARTMENT OF THE NAVY  
BUREAU OF MEDICINE AND SURGERY  
7700 ARLINGTON BOULEVARD  
FALLS CHURCH VA 22042

BUMEDINST 1412.2  
BUMED-N01C  
25 Apr 2025

BUMED INSTRUCTION 1412.2

From: Chief, Bureau of Medicine and Surgery

Subj: SENIOR EXECUTIVE MEDICINE QUALIFICATION PROGRAM FOR ACTIVE  
COMPONENT MEDICAL DEPARTMENT OFFICERS

Ref: (a) Navy Leader Development Framework 3.0 of May 2019

1. Purpose. To provide guidance for the active component Senior Executive Medicine (SEM) slating process.
2. Scope and Applicability. This instruction applies to all Navy Medicine (NAVMED) activities and NAVMED personnel who desire assignment to NAVMED SEM billets.
3. Background. A list of NAVMED SEM billets as designated by Surgeon General of the Navy, can be found on the NAVMED's executive medicine website on the Bureau of Medicine and Surgery (BUMED) SharePoint site at:  
<https://esportal.med.navy.mil/bumed/m00/m00c/pages/executive-medicine.aspx>. SEM billets are critical assignments that directly support flag and general officers. These billets require officers with substantial experience across the spectrum of medical, operational, staff, and Joint arenas. Generally, SEM billets include those defined as priority one or two assignments and typically billets are aligned to major command staff, combatant commands (COCOM), numbered fleets, type commanders type commanders (TYCOM), and other high interest billets. Officers slated for SEM billets, are typically post-command, or have significant experience across the Department of Defense (DoD), Navy, Joint enterprise, or significant positions with regional responsibility. Exceptions to policy (i.e. translatable qualifications) will be considered on a case-by-case basis and will be routed through the Corps Chiefs Office then to a Flag for approval.
4. SEM Billet Eligibility
  - a. Experience. Personnel interested in SEM billets must:
    - (1) Have a documented track record of success in leadership roles.
    - (2) Have a pattern of successful progression of experience within a medical treatment facility (MTF), Navy Medicine Readiness and Training Command (NAVMEDREAD-TRNCMD), dental treatment facility, non-MTF (i.e., other support functions), or operational tours with increasing scope of accountability and responsibility.

b. Knowledge, Skills, Attributes, and Outcomes. Per reference (a), Chief of Naval Operations expects Navy commanders and captains to be inspirational leaders who infuse Navy Core Values into a command culture; have absolute ownership of the assigned mission; remain above reproach; generate trust through action; and leave no room for complacency. SEM leaders will, at a minimum:

- (1) Have a comprehensive understanding of the NAVMED enterprise as it relates to the operational mission.
- (2) Have a firm foundation and understanding of business principles and practices.
- (3) Have the ability to function successfully in a complex matrix organization.
- (4) Have the ability to communicate effectively in public and private forums; and possess an understanding of strategic and risk communications.
- (5) Have the ability to provide timely and constructive feedback utilizing established civilian and military personnel evaluation systems.
- (6) Epitomize our Navy Core Values, military bearing, and physical fitness.
- (7) Develop subordinates.
- (8) Understand and support broader organizational goals.
- (9) Have a knowledge and understanding of clinical privileging, quality improvement, and safety principles and practices, as applicable.
- (10) Post-command is preferred, but not required for all positions.

c. Additional Requirements. Expectation is that selectees must:

- (1) Be PERS-eligible for reassignment, universally assignable, and able to meet permanent change of station requirements. Rare exceptions may be considered but must be communicated during the application process. Officers that are unsure if they meet permanent change of station parameters for the current fiscal year SEM assignment should discuss with their detailer prior to applying.
- (2) Successfully meet physical fitness assessment standards. No failures in either category within the last three cycles.
- (3) Be actively participating in active cohort, have a confirmed seat for, or have completed Quality and Safety Leadership Academy by the end of their tour.

5. Criteria for Selection to SEM Billets

a. SEM selectees must:

- (1) Be able to simultaneously manage multiple tasks and prioritize.
- (2) Understand key administrative programs including, but not limited to, civilian personnel, military manpower, patient administration and managed care, health information management, logistics and supply chain, and facility management.
- (3) Demonstrate sound decision-making ability, skill to interact successfully with personnel at all levels of the organization and be a leader and mentor.
- (4) Demonstrate evidence of lifelong learning (i.e., professional affiliation, service schools, additional qualification designators). Special consideration will be given to candidates who have completed Joint Professional Military Education, but it is not required.

b. BUMED N-Code Directors must:

- (1) Be in or selected for the grade of O-6.
- (2) Have a range of assignments such as MTF, NAVMEDREADTRNCMD, fleet, staff, overseas, or recruiting. Demonstrated progression in leadership assignments should include, at a minimum, department head experience. Staff officer and operational experience is desired; success in challenging environments (operational and staff) will prepare applicants for managing complex issues and multiple tasks.

c. Fleet Surgeon must:

- (1) Be a Medical Corps officer and be in or selected for the grade of O-6. O-5s will be considered on a case-by-case basis with Corps Chief endorsement.
- (2) Have board certification in respective specialty.
- (3) Demonstrate progression in leadership roles (department head, assistant or associate director, OIC, or operational assignments). Successfully completed MTF or NAVMEDREAD-TRNCMD middle or senior level management assignments or previous fleet staff assignments.
- (4) Have experience in leading the development of medical professionals. Possess thorough knowledge of fundamentals, theories, principles, and practices of quality improvement methodologies.
- (5) Have familiarity with principles of healthcare management, biostatistics, and military and civilian healthcare financial management.

(6) Have familiarity with regulatory and accreditation standards, including requirements for clinical privileging.

(7) Have knowledge of high reliability principles and implications of standards for quality care and quality measurement.

(8) Have completed, actively participating in active cohort, or have a confirmed seat for Quality and Safety Leadership Academy.

(9) Warfare qualification is required.

d. Deputy Corps Chief or Directors must:

(1) Be in the paygrade of O-6 and successfully completed a tour as commanding officer. Other candidates may be considered on a case-by-case basis if not post-command.

(2) Have comprehensive perspective on their respective corps, ranging from, but not limited to: operational platforms; educational requirements; familiarity of how the corps' supports MTF, NAVMEDREADTRNCMD, research, operational units, etc.; familiarity with regulatory and accreditation standards; familiarity with the NAVMED enterprise structure.

(3) Be familiar with corps specific plans and policy, career progression, and how to mentor the expansive variety of constituents within the corps. Additionally, have a deep familiarity with the corps' capabilities and how the corps contribute to the NAVMED enterprise's operational and service specific mission requirements.

e. Operational Surgeons must:

(1) Be a Medical Corps officer and be in or selected for the grade of O-6. O-5s will be considered on a case-by-case basis.

(2) Have board certification in respective specialty.

(3) Demonstrate progression in leadership roles (department head, assistant or associate director, OIC, or operational assignments). Successfully completed MTF or NAVMEDREAD-TRNCMD middle or senior level management assignments or previous Fleet staff assignments.

(4) Have experience in leading the development of medical professionals. Possess thorough knowledge of fundamentals, theories, principles, and practices of quality improvement methodologies.

(5) Have familiarity with principles of healthcare management, biostatistics, and military and civilian healthcare financial management.

(6) Have familiarity with regulatory and accreditation standards, including requirements for clinical privileging.

(7) Have knowledge of high reliability principles and implications of standards for quality care and quality measurement.

(8) Have completed, actively participating in active cohort, or have a confirmed seat for Quality and Safety Leadership Academy.

f. Regional Chief Dental Officers must:

(1) Be a Dental Corps officer and be in or selected for the grade of O-6. O-5s will be considered on a case-by-case basis with the Dental Corps Chief's recommendation.

(2) Demonstrate progression in leadership roles (department head, assistant director, OIC, CDO, etc.) and successfully completed MTF or NAVMEDREADTRNCMD or dental battalion middle or senior level management assignments.

(3) Have experience in leading development of dental professionals. Possess thorough knowledge of fundamentals, theories, principles, and practices of quality improvement methodologies.

(4) Have familiarity with regulatory and accreditation standards.

(5) Have knowledge of high reliability principles and implications of standards for quality care and quality measurement.

6. Application Process. Officers desiring to be considered for the current fiscal year SEM must submit their intent for consideration in writing to their respective deputy corps chief by 15 June and should include a Letter of Intent along with a curriculum vitae and biography.

7. Records Management

a. Records created as a result of this instruction, regardless of format or media, must be maintained and dispositioned per the records disposition schedules located on the DON Assistant for Administration, Directives and Records Management Division portal page at <https://portal.secnnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>

b. For questions concerning the management of records related to this instruction or the records disposition schedules, please contact the local records manager or the OPNAV Records Management Program (DNS-16).

BUMEDINST 1412.2  
25 Apr 2025

8. Forms. The NAVMED 1410/1 Bureau of Medicine and Surgery Career Milestone Screening Application is available at <http://www.med.navy.mil/directives/Pages/NAVMEDForms.aspx>.

A handwritten signature in black ink, consisting of a series of loops and a final horizontal stroke.

D. K. VIA

Releasability and distribution:

This instruction is cleared for public release and is available electronically only via the Navy Medicine Web site, <https://www.med.navy.mil/Directives>