



DEPARTMENT OF THE NAVY
BUREAU OF MEDICINE AND SURGERY
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BUMEDINST 1412.2A
BUMED-N01C
12 Mar 2026

BUMED INSTRUCTION 1412.2A

From: Chief, Bureau of Medicine and Surgery

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

Ref: (a) CNO 34 Charge of Command of 7 Nov 2025

1. Purpose. To provide guidance for the Active Component Senior Executive Medicine (SEM) slating process. This instruction is a complete revision and should be reviewed in its entirety.

2. Cancellation. BUMEDINST 1412.2.

3. Scope and Applicability. This instruction applies to all Navy Medicine (NAVMED) activities and NAVMED personnel who desire assignment to NAVMED SEM billets.

4. Background. A list of NAVMED SEM billets as designated by Surgeon General of the Navy along with the application can be found on the NAVMED's Executive Medicine SharePoint site, <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, numbered fleets, type commanders, and other high interest billets. Officers slated for SEM billets, are typically post-command, have significant experience across the Department of War, 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 (BUMED-N01C) for flag level approval.

5. 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 or research functions), or operational tours with increasing scope of accountability and responsibility.

b. Knowledge, Skills, Attributes, and Outcomes. Per reference (a), which is available on the NAVMED's Executive Medicine SharePoint site, 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 it is not required.

c. Additional Requirements. Expectation is that selectees must:

- (1) Be Navy Personnel Command-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.

6. 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. Bureau of Medicine and Surgery 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, research, support, or recruiting. Staff officer and operational experience is desired; success in challenging environments will prepare applicants for managing complex issues and multiple tasks.

c. Fleet Surgeon must:

- (1) Be in the paygrade of O-6 or be selected for the paygrade of O-6.
- (2) Have board certification in respective specialty, if available and eligible.
- (3) Demonstrate excellence in leadership roles; command level experience (executive officer or post-command) is preferred but director, milestone, or operational assignments will be considered. Successfully completed MTF or NAVMEDREADTRNCMD 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.

(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 Chiefs must:

(1) Be in the pay grade of O-6 and successfully complete 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 with how the corps' supports MTF, NAVMEDREADTRNCMD, research, support commands, 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 in or selected for the paygrade of O-6; exceptions will be considered on a case-by-case basis.

(2) Clinicians will have board certification in respective specialty, if eligible.

(3) Demonstrate excellence in leadership roles (director, or associate director, milestone billet, or operational assignments). Successfully completed MTF or NAVMEDREADTRNCMD 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, have a confirmed seat for, or is actively participating in a Quality and Safety Leadership Academy cohort prior to the end of current tour.

f. Regional Chief Dental Officers must:

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

(2) Demonstrate excellence in leadership roles (officer in charge, chief dental officer, etc.) and successfully complete MTF or NAVMEDREADTRNCMD, battalion, 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.

7. 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 May and should include a Letter of Intent. The letter of intent should clearly articulate top specific areas of interest within SEM and provide a concise explanation of how existing skills align with and support success in those specific areas, along with a curriculum vitae and biography. They should complete the SEM Screening Application located on the NAVMED's Executive Medicine SharePoint site.

8. 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 Department of the Navy Assistant for Administration, Directives and Records Management Division portal page at <https://portal.secnav.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).

9. Review and Effective Date. Per OPNAVINST 5215.17A, BUMED-N01C will review this instruction annually around the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, Department of War, Secretary of the Navy, and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will be in effect for 10 years, unless revised or cancelled in the interim, and will be reissued by the 10-year anniversary date if it is still required, unless it meets one of the exceptions in the OPNAVINST 5215.17A, paragraph 9. Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the need for cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.



R. FREEDMAN
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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>