CHAPTER 64

SENIOR OFFICERS' CAREER AND TALENT MANAGEMENT

(Sponsor: NAVY PEOPLE-SOCTM COS)

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CHAPTER 64

SENIOR OFFICERS' CAREER AND TALENT MANAGEMENT

SECTION 1

INTRODUCTION

6401. Introduction

a. This Chapter applies to all Officers of substantive OF5 rank and higher in the Royal Navy, a workforce collectively known as the Naval Staff, as well as those Officers eligible for extraction from the OF4-5 Pool. The Naval Staff is career managed by the Naval Assistant (NA) with the Senior Officers' Career and Talent Management (SOCTM) Team, with elements of specialised career management support for Officers in the Maritime Reserves and Unified Career Management streams provided by those areas.

b. This Chapter contains policy and processes for OF4s on their extraction from the Pool into their first substantive Naval Staff role and onwards. BR3 Chapter 66 details promotion of OF4s into the Pool. OF4 Officers who are in acting OF5 rank will be career managed by their SO1 Career Manager who, in conjunction with SOCTM, will guide them through the relevant processes necessary for their temporary OF5 role. The exception is Pooled officers extracted before the Pool Window, who will be career managed by SOCTM from Onboarding onwards.

c. Written in sequential order, this Chapter identifies common principles of Senior Officer Career and Talent Management followed by sections which explain how policies change and apply as a member of the Naval Staff moves through their career. The Annexes contain details on the processes which are used in the selection and appointment of Officers into roles and should therefore be consulted as part of the application process. Where there is no difference in this Chapter to policy contained elsewhere in BRd 3(1) that policy remains extant and should be referred to whilst on the Naval Staff. The Naval Assistant's Guide contains guidance to match the policy and process of this Chapter.

SECTION 2

PRINCIPLES OF SENIOR OFFICER CAREER AND TALENT MANAGEMENT

6402. The Naval Staff and First Sea Lord

The Naval Assistant and Hd SOCTM manage the careers of the Naval Staff on behalf of 1SL. 1SL approves all appointments, substantive and acting, for OF5s and above in the Royal Navy.

6403. Eligibility to Apply for Roles on the Naval Staff

Officers applying for roles on the Naval Staff should ensure that their eligibility meets these criteria, with SOCTM advice sought prior to making an application in the case of doubt:

a. Have the minimum of 'Yes' as the recommendation in their last report for the rank of the role in question (i.e. an OF4 in the Pool needs Yes 1 Up to apply for their first role on the Naval Staff).

b. Be in-date with their Pyschometric Assessment (see 6406).

c. Meet the minimum appointment length criteria (see 6408).

d. If OF5 applying for OF7 roles, meet the requirements of Promotion to OF7.

6404. Applying for Roles and Feedback on Applications

a. There are 4 main methods that SOCTM use to manage applications for roles:

(1) Standard appointment by Hd SOCTM, for OF5 only.

(2) Fleet Commander's Appointment Board (FCAB).

(3) Flag and Senior Officers' Appointment Board (FSOAB).

(4) Competition, including:

(a) CSOC / NAD / DNO / SDA.

(b) Service Secretaries Meeting (SSM) / Senior Appointments Committee (SAC).

(c) Outer Office Competition.

b. Each of these has its own annex to explain its own processes and procedures, however they all have factors in common:

(1) SOCTM may always exercise its prerogative to amend process and eligibility criteria to the benefit of the Service in exceptional circumstances;

(2) Members of the Naval Staff and the OF4-5 Pool apply for their next role;

(3) Credible Knowledge, Skills and Experience and Behaviours (KSEB) is the primary driver;

(4) Career Field and Branch may be specified;

(5) Assignments are for 36 months, unless specific circumstances (i.e. Op Tours, front-line Command) dictate otherwise;

(6) Career Discussions are available at any time.

c. Officers will leave the Service at the end of their Senior Officer Compulsory Retirement (SOCR) period, unless extended in post with a SOCR contract extension or assigned into another role with a SOCR contract in place.

d. Officers seeking promotion to OF5 and above usually apply for roles in the next substantive rank. There is an exception to this in Promotion to OF7 (see para 6422).

e. **Feedback on Applications.** Since members of the Naval Staff apply for roles with varied levels of application requirements, and there is no limit on the number of applications that can be received, there are varying degrees of feedback once an appointment is made. Successful applicants will be informed by either the Naval Assistant (OF6+) or Hd SOCTM soon after the appointment is fully endorsed.

f. Unsuccessful applicants will be informed in such a way as matches the effort expended in application: ranging from no feedback in the case of emailed Expressions of Interest, to SCIO feedback on FCAB and FSOAB applications, and phone calls in the case of competitions. This is covered in more detail in the relevant annexes.

g. **Promulgation of Appointments.** Promotions are promulgated in accordance with BRd 3(1) Chapter 66.

6405. Mandatory Training

As throughout their career to date, members of the Naval Staff should remain in date for mandatory competences and training (including fitness tests) as required by their role. There are additional requirements for the Naval Staff. Psychometric testing as detailed below is mandatory, and there are requirements for OF6 and OF7+ positions detailed in the sections pertaining to promotion into those ranks.

6406. Psychometric Testing

a. All promotions, and appointments/candidacy boarded at FCAB and FSOAB, are informed by the use of psychometric assessment as a Decision Support tool. The assessment (informed by a series of psychometric tests assessing personality, motivation, and cognitive abilities) provides a snapshot as a basis for discussion and personal development as well as forming part of FCAB and FSOAB Board packs.

b. All members of the pool and the Naval Staff must be in date for Psychometric Testing (PT) to be eligible to apply for all roles at OF5 and above. This means that PT results must be in SCIO by the advert closing date. Exceptions to this rule in exceptional circumstances can be considered and authorised by 1SL if appropriate; additionally, Pool members in the first 3 months since the day they received the Pool Onboarding email and checklist (to allow time for post-test processing) are also exempted from this requirement.

c. PT results are valid for 5 years, after which members of the Naval Staff must re-test in order to maintain eligibility. Reminders will be sent when re-testing windows open, but it remains the individual's responsibility to ensure their eligibility does not lapse.

6407. Command Appointments

Command Appointments at OF5+ are listed at Annex E. The additional eligibility requirements and selection routes (Standard Appointing, FCAB, FSOAB) are outlined there. All officers are expected to complete the full tenure of any Command appointment. This may mean that officers in the OF4-5 Pool will not extract in that Pool year, and this should be borne in mind by OF4-5 selection boards. It also means that, while members of the Naval Staff can apply and/or compete for their next role while in a Command appointment they should anticipate not being released from Command early.

6408. Appointment Length

a. For all roles on the Naval Staff, there is an expectation that officers will serve at least 12 months in a role before handing it over, with the following exceptions:

(1) Op Tours.

(2) Individual augmentation posts.

(3) Projects conducted in the margins.

(4) Selection for Promotion (if eligible) or Command

(5) At 1SL's discretion.

b. Members of the Naval Staff should ensure that the start date of their next assignment (or the pre-assignment training programme) falls at least 12 months after they started in the role i.e. handover to handover. Within 12 months of starting their current role, officers may apply for roles and competitions which are selected before 12 months but start the handover after the 12-month point. This is as much to ensure adequate OJAR reporting for subjects as it is to provide stability to the organisation.

6409. Acting Higher Rank

a. Members of the Naval Staff will be substantively promoted into a rank when the Assignment Order is for 12 months or longer. Any assignments to the next rank shorter than 12 months attract Acting Higher Rank (AHR) status, and on completion of that assignment Officers will revert to their substantive rank, unless they are immediately selected into another role in the higher rank taking them beyond 12 months AHR in total. As with all substantive promotions to OF5 and above, AHR applications are approved by 1SL.

b. For OF4s in AHR prior to selection into the OF4-5 Pool, see section on Extraction from the Pool.

c. Officers in both AHR and Local Acting Higher Rank (LAHR) wear the uniform of the higher rank while in the role. There are also instances where the wearing of higher rank uniform, regardless of AHR, during handover or pre-joining training may be appropriate: in this case, officers should seek approval from the Naval Assistant or Hd SOCTM specific to their circumstance.

d. The start of AHR or LAHR usually coincides with the start date of handover period. Pre joining training and activity in the JPA margin are conducted in the substantive rank of the officer: the only exception to this rule is for officers undergoing training at Defence Attaché and Loan Service Centre (DALSC) where Officers will undertake training in AHR. Requests for non-competed interim fills in AHR at OF5+ are rarely appropriate, and substitution pay (SUPA) should be the expectation. The latter is a Unit function, see Ch66 and JSP 754 Chapter 2 Section 7 for further details ensuring the SOCTM Office is informed.

6410. Talent Management

a. Every spring all three Services begin to map out the talent they have before coming together each July at the SUPER SAC in order to identify those at the very top of the talent tree and to determine who is in each talent pipeline. For the RN, the process starts with assigning each Officer on the Naval Staff with a numerical talent score between 0.5 and 3.5, which corresponds to Flag Rank. This score represents the SOCTM team's assessment of the Officer's highest potential rank and is based on factors such as time left to serve, branch or trade, training, and reporting. These estimates can change based upon changing circumstances and Knowledge Skills Experience Behaviour (KSEB) profiles.

b. The timely completion of OJARS and SOARs is necessary to ensure officers are not disadvantaged during the springtime execution of talent scoring, which is timed around the Senior Appointments Committee's talent event every June. The Talent Score is neither a limit nor a promise of promotion; rather, it is a way to understand the talent the RN has, and the reach within different pathways.

c. The Talent Scores are presented to the FSOAB in June at our single-Service talent event, where the Senior Leadership Team discusses the Naval Staff and agrees on the talent scores and profiles. 1SL then represents the RN at the SAC Talent event just before the summer break. An Officer's score will appear in their SCIO profile.

d. In addition to the annual Talent Score, OF6+ members of the Naval Staff are talent scored in a Nine Box Grid assessment, which underpins tri-Service talent management at the most senior level. The FSOAB ratifies the Naval Assistant's assessment, and considers the balance and growth of key SQEP, as well as providing OF7 and OF8 talent data to the Senior Appointments Committee which does the same for Defence. Once scores have been ratified at the SAC they will be available in SCIO.

6411. Higher Staff Training and Continuous Professional Development

a. Both MOD-sponsored and non-MOD-sponsored Continuous Professional Development (CPD) continue to be encouraged while on the Naval Staff. Officers should approach Hd SOCTM or the Naval Assistant as appropriate to request consideration for Higher Staff Training and CPD opportunities, as well as ensure appropriate aspirations and recommendations are reflected in OJARs and interest is captured within SCIO. Officers should ensure compliance with relevant policy including BR3 Chapters 59, 96 and 97 as well as JSP 750 for Returns of Service. MOD-sponsored opportunities specific to members of the Naval Staff are outlined in the Naval Assistant's Guide; additionally, as a product of talent scoring, every spring Hd SOCTM seeks FSOAB approval for candidates and reserve candidates for Higher Staff Training, which comprises HCSC and RCDS.

b. **Higher Command and Staff Course (HCSC).** Aims to prepare future strategic leaders for higher command appointments across Defence and the security environment. It focuses on the defence contribution to national strategy, effective military decision-making and operational design, and evaluates the enduring characteristics of high command and leadership. The course takes place at the Joint Services Command and Staff College (JSCSC), with one course per year running from January to April for Officers at OF5 and OF6. HCSC is usually completed within role, with between roles being at the discretion of Hd SOCTM and the NA. The Royal Navy has seven places per course. Graduates of the College are awarded the post nominal letters "hcsc". While attendance on HCSC does not currently attract a Return of Service, officers attending HCSC will be expected to complete a full assignment on completion of training.

c. **Royal College of Defence Studies (RCDS).** Develops strategic thinkers and leaders from within the Armed Forces and Civil Service to prepare them for assuming the highest ranks in a whole-government and international environment. The course takes place at the Royal College of Defence Studies in London, with one course per year running from September to July. Attendees are OF5 and OF6 from the UK and foreign armed forces, government departments and other public-sector organisations. It is a post-graduate level course in international strategic studies with a practical emphasis. Graduates of the College are awarded the post nominal letters "rcds". Attendance on RCDS attracts 30 months Return of Service[1].

d. **Senior Overseas Staff Colleges.** Officers attending Senior Overseas Staff Colleges should be accredited with the appropriate competence in JPA and post nominals 'sondc'. These accreditations must be initiated by the subject Officer since they are not automatic at source and SOCTM will ensure JPA action upon receipt of proof of completion. CM CF DEL SO1 should be consulted if there is any doubt as to which courses qualify for accreditation.

e. **Non-MOD Sponsored CPD.** This includes all forms of CPD where the individual is required to make a financial contribution to the learning. The standard rules around use of Standard and Enhanced Learning Credits as well as arrangements to resource the learning continue to apply. Where the learning culminates in the award of a substantial Level 6 (Bachelors) qualification[2], it should be recorded on JPA.

f. **CPD Recording on SCIO.** The SCIO CPD tool will play a central part in the SOCTM CPD selection process. It is important that members of the Naval Staff log interest in any CPD opportunities to ensure their preferences are captured and aspirations visible during the selection process. Many of the courses at OF6+ do not have an associated JPA competence so it is essential that Officers self-record the successful completion of these courses in the SCIO CPD tracker to ensure an accurate and up to date record of their CPD journey is captured.

6412. Annual Reporting

a. Members of the Naval Staff are responsible for ensuring that their reporting (OJARs and SOARs) remains up to date and in line with JSP 757. Annual talent scoring takes place from March onwards, so the timely completion of reports is essential to prevent Officers from disadvantage.

b. Where Boards and Competitions use reports to inform their decision-making, the most recent finalised versions available on JPA are used. Draft reports are not acceptable.

c. For applications to roles in the next rank, members of the Naval Staff must have at least a 'Yes' recommendation for one rank up.

[1] JSP 750 Part 1 Annex A.
[2] https://www.gov.uk/what-different-qualification-levels-mean/list-of-qualification-levels

6413. Extensions of Commission and Additional SOCR Periods

a. Members of the Naval Staff continue to be eligible to apply for roles until their Tx date. If they are selected and endorsed for another role in either the same rank or on promotion, members of the Naval Staff will be retained in order to fulfil that appointment. Officers may also be extended in a role beyond their original FAD and Tx date in accordance with Service need. New SOCR contracts are signed:

(1) As an OF5 on reaching 6 years seniority and with an approved appointment requiring the extension;

(2) on substantive promotion to OF6;

(3) and when starting every new role subsequently.

b. In exceptional circumstances, NA with 1SL endorsement may use the Directed Early Retirement (DER) Scheme (see JSPs 750 and 764) for OF6 and above members of the Naval Staff.

SECTION 3

EXTRACTION FROM THE POOL INTO FIRST NAVAL STAFF ROLE

6414. The OF4-5 Pool

The OF4-5 Pool is designed to hold a greater number of potential OF5s than the MAuN requires, in order to provide choice, competition and agility to the most senior appointments. Hd SOCTM seeks to make appointments at OF5 from within the Naval Staff first, and when Knowledge, Skills & Experience (KSE) requirements and availability cannot be met on the Naval Staff, Hd SOCTM extracts OF4s from the Pool into OF5 roles. OF4s are selected into the OF4-5 Pool by Career Field, as detailed in BR3 Ch66. The period of extraction, known as the Pool Window, runs from 1st July after the Board selects candidates to the following 30th June. Officers selected into the Pool are 'onboarded' during the spring term.

6415. OF4s in Acting Higher Rank OF5 Roles

a. For OF4s in AHR OF5 roles and not in the Pool, their career will continue to be managed by their SO1 Career Manager with SOCTM team involvement in specific selection and administrative processes.

b. OF4s who are in AHR as OF5 and who Board successfully at the OF4-5 Pool Boards will automatically substantively promote to OF5 on 1 July immediately following that Board, provided the assignment meets the 12-month minimum duration. This will also be the start of their Senior Officer Compulsory Retirement, regardless of when they took up their AHR assignment: their Future Availability Date is calculated separately.

6416. Substantive Promotion to OF5 and the Naval Staff

The following specific rules apply to Officers selected for the Pool for substantive promotion to OF5, who will have been notified of their Pool status by SCIO on completion of the selection board:

a. The number of selections will be sized to allow a suitable range of Career Fields, competences and backgrounds to be made available to1SL to appoint; however, with such flexibility and the considerable number of tri-Service competition posts at this level, the requirement will fluctuate during the year and therefore candidates selected for the Pool must not assume they will be elevated to the next higher rank.

b. Promotion to OF5 becomes effective only on taking up appointment in the higher rank. Should the post be dis-established under re-organisation or restructuring at any stage before the arrival of the incumbent, then that Officer will remain in the Pool, even if an assignment order has been issued.

c. Individuals selected for the Pool, who are assigned to Op Tours, will be substantively promoted if the Op Tour totals 12 months or longer (not including PJTs or POTL). To avoid any career disadvantage, the substantive rank will apply on and from the first day in theatre. Such promotions will count against the MAuN for that year.

d. Officers must complete the Onboarding Checklist before the Pool Window opens on 1 July.

e. If an Officer in the OF4-5 Pool has not been selected and endorsed by 1SL for a substantive OF5 role by the end of the Pool Window they must be re-boarded for a subsequent Pool.

6417. Pool Onboarding

a. The process of onboarding to the Pool begins when SOCTM sends an initial email welcoming Officers to the OF4-5 Pool and outlining the necessary actions to fully join the Pool once the Pool Window opens on 1st July. Officers in the Pool are required to complete JPA and SCIO checks, undertake mandatory psychometric testing and complete a Pool Onboarding checklist to prepare for their extraction and first role on the Naval Staff. The Pool Window beginning on 1st July is designed to enable selected officers to complete their Pool Onboarding checklists including Psychometric Testing if not already in date, give OF4 Career Managers notice about potential onwards assignments at the senior end of their plots and SOCTM staff time to complete administrative checks.

b. Officers in the Pool who already hold Psychometric Assessments dated within the 5-year validity period are to inform SOCTM as part of their onboarding. Potential candidates for FCAB/FSOAB roles boarded before 1 Jul will need to prioritise sitting those assessments in order to have the results available to Board Members. While exceptional circumstances will inevitably arise and the necessary waivers be considered by SOCTM and 1SL, Officers must ensure that their psychometric results are available in SCIO 4 weeks before any Board sits.

6418. Extraction between the start of Onboarding and the Pool Window

Extraction before the start of the Pool Window may be in the interests of the Service, where there are no substantive OF5s or members of the preceding year's Pool available with suitable KSE to undertake a role that begins before 1st July. An officer who has only just been selected for the Pool can be extracted at Hd SOCTM discretion before they have completed the Pool Checklist and Psychometric Assessment, but they must nevertheless meet the 1st July deadline as a condition of substantively promoting.

6419. Senior Officer Compulsory Redundancy and Terms and Conditions of Service

a. Officers, both Regular and Maritime Reserve, who promote substantively to OF5 are subject to Senior Officer Compulsory Retirement Terms and Conditions of Service (SOCR TACOS)[3]. Unless a Service need determines the requirement for an extension of service or the Officer promotes before reaching six years' seniority, OF5s will leave the Service regardless of their prior TACOS and TX date after 6 years in rank or reaching RA55 / CE60 (whichever is soonest). This policy also applies to OF4s who have been selected for Commission Extension to Retirement Age 60 and subsequently promote to OF5, i.e. they serve 6 years in rank or to their CE60 terminal date, whichever is the earlier.

[3] For Regulars, this rule applies to those substantively promoted to OF5 on or after 1 Apr 2020. For Maritime Reserves, this rule applies to those substantively promoted to OF5 on or after 1 Apr 2026.Officers promoted before those dates remain on the TACOS arrangements enacted on their promotion.

b. Those accepting promotion to OF5 and thereby agreeing to SOCR terms as above will not be eligible for the Directed Early Retirement (DER) Scheme and Special Capital Payment (SCP) (see JSP 764) as this is applicable to 1* only and above.

c. As AFPS 15 is a Career Average Revalued Earnings (CARE) scheme, SOCR TACOS has the potential to impact on the pension that Officers are able to achieve in the future. It may also affect those who claim, or may claim, CEA and those in receipt of Recruitment and Retention Pay. Officers concerned by these potential impacts of SOCR TACOS are strongly advised to take independent advice, from an appropriate source, before accepting promotion on these terms.

d. Officers who do not accept these SOCR TACOS will remain on their extant TACOS as an OF4. SOCR TACOS does not affect an Officer's ability to submit notice for early termination (PVR) or Optional Exit Point applications for submariners[4].

e. Following selection to a substantive OF5 role, Officers are to agree a handover date with the current incumbent. Once the date has been agreed, SOCTM will take the necessary JPA and appointing actions. If beginning the appointment within the Pool Window, the start of the appointment and start of SOCR TACOS will be the same date. If before the Pool Window opens on 1 July, the start of the appointment will not match the start of SOCR TACOS as Officers will be AHR until 1 July upon which date they will substantively promote provided that they have completed the Onboarding Checklist. In both cases, SOCR TACOS will begin on 1st July or the start of the assignment within the Pool Window regardless of when the Officer signs them. At that SOCR start point, the Officer becomes a member of the Naval Staff.

[4] BR3 Chapter 54 Annex K.

SECTION 4

PROMOTION TO OF6

6420. Selection to OF6

a. All selections for OF6, including those that are then selected at a competition beyond FSOAB (see Annex D), are made at FSOAB: following the FSOAB and 1SL Endorsement, the appointment is either enacted, or the Officer is given Approval to Apply at onwards competitions.

b. All applicants must meet the eligibility criteria at para 6403.

c. Following selection to an OF6 role, Officers are to agree a handover date with the current incumbent. Once the date has been agreed, SOCTM will take the necessary JPA and appointing actions. Officers substantively selected are required to sign a new contract of SOCR TACOS, the duration of which matches the role into which they are appointed.

6421. Mandatory CPD

OF6 members of the Naval Staff have mandatory CPD to support them in their first OF6 role and beyond. This CPD must be completed by Officers no later than 12 months after assuming their first OF6 appointment and it must be maintained as appropriate. Officers are to book this CPD direct with the training provider and on completion record it in the SCIO CPD tracker. The CPD requirements are outlined in Table 64-1.

Table 64-1. CPD Requirements for OF6

Course Name	Outline
Defence Senior Leadership Programme	This is a mandatory three-part residential programme which draws together a balanced portfolio of participants from a wide variety of different backgrounds and with different experiences who share a common interest in operating in and around the strategic leadership space. **Duration:** 10 days over a 4–5-month period. (Module 1 is 3 days, Module 2 is 3 days, and Module 3 is 4 days).
Senior Leaders Mental Fitness and Resilience Course	This is an evidence-based two-day course designed for defence senior leaders tasked with creating a positive environment in which a mentally fit, resilient and productive workforce can thrive. The course aims to promote greater understanding of the importance of mental fitness and resilience for leaders themselves, and of role-modelling and embedding conducive conditions in their organisations. The one-day preparatory learning accessed via the Defence Learning Environment (DLE), provides awareness of mental fitness and resilience and self-reflection on personal wellbeing. The one day face-to-face (F2F) session continues to build on the preparatory learning and explores in more depth role-modelling and embedding conducive conditions into teams and organisations. **Duration:** 2 days (1-day for pre learning, 1-day F2F).
Lead to Succeed	This unique course is targeted at senior officers and civil servants. Although not accredited it provides education and guidance on leading large diverse teams to maximum effect in both domestic and operational environments. **Duration:** 1 day plus 0.5 days self-directed learning.

6422. Chaplain of the Fleet and Deputy Chaplain of the Fleet

Chaplain of the Fleet is a promoted position that engages at Flag and General Officer level and is Head of the Chaplaincy Branch. The Deputy Chaplain of the Fleet is the promoted rank of 'Principal Chaplain Royal Navy' on JPA and operates at 1*/OF5 level. Applications for Deputy Chaplain of the Fleet follow the process described at Para 6018. Application and sifting are followed by the FSOAB, with Sending Church consultation as appropriate. Principal Denominational Chaplains (PDCs) are not promoted posts and are selected by the Sending Church in consultation with the Chaplain of the Fleet.

SECTION 5

PROMOTION TO OF7

6423. Eligibility to apply for OF7 roles

Application for roles involving promotion to OF7 will be available to a substantive SQEP OF6 with a positive recommendation 1-up, and in exceptional circumstances to a substantive SQEP OF5 with a 'High' recommendation 2-up. OF5s will be able to apply for a maximum of two OF7 roles whilst an OF5. Applications will be subject to the eligibility at para 6403 and the consideration of the FSOAB: the FSOAB will have the option to vary this rule if required.

6424. Interviews for OF7 roles before FSOAB

Interviews inform the decision-making process for the majority of OF7 roles. There is a wide range of advice readily available to enable Officers to prepare themselves for interviews and preparation remains a personal responsibility. After a sift (see Annex C), which the NA conducts with at least one suitably experienced 2*, applicants will be informed whether they have been selected for interview. This may be at short notice. Interviews take place in person wherever possible, in Daily Working Rig, and last approximately 30 to 45 minutes. The panel comprises three members plus a member of the NA's Office as secretary. For OF7 roles it will be chaired by a 3*; other panel members may vary but, wherever possible, will include an independent member and a suitably experienced 2*. The panel approves a written summary of the interviews to the FSOAB: this will include a recommendation as to whether they found the applicant above or below the line at interview. They do not otherwise score or rank the applicants, and it is not another sift: all interviewed candidates will be presented to the FSOAB.

6425. Selection to OF7 and Humblies

a. In addition to the eligibility requirements and FSOAB selection processes outlined above and in Annex 64C, for promotion to OF7 final approval of the appointment is given by His Majesty the King via the Humbly process. Specific NATO/MOD/UN roles may also require ratification by the Senior Appointments Committee. This process will automatically be completed on behalf of the appointee by the NA's Team and DS Sec.

b. Following selection to an OF7 role, Officers are to agree a handover date with the current incumbent. Once the date has been agreed, SOCTM will take the necessary JPA and appointing actions. Officers substantively selected are required to sign a new contract of SOCR TACOS, the duration of which matches the role into which they are appointed.

6426. Multi-source reporting for OF7s

Multi-source reporting constitutes an essential element of the Senior Officer Appraisal Reports (SOAR) process for Officers at OF7 and above. The multi-source feedback system offers a thorough evaluation of senior officers' leadership, management, and professional capability. This approach gathers perspectives from a variety of sources, including peers, subordinates, and superiors, thereby ensuring a well-rounded assessment of both performance and conduct. The insights gained from multi-source reporting underpin decisions relating to promotion, professional development, and succession planning. Senior officers are expected to respond constructively to the feedback provided.

SECTION 6

PROMOTION TO OF8

6427. Selection to OF8

Eligibility for selection to OF8 and above roles is restricted to individuals who have received an invitation to apply. Applications will typically require submission of an enhanced Why Me Statement (WMS). Owing to the seniority of these positions, the exact documentation required may vary according to the specific role. Candidates will be interviewed by an appropriate panel. Further information regarding the competition process is available from the Naval Assistant or at Annex 64D.

6428. Ratification

Prior to confirmation of any appointment, ratification must be secured from the Senior Appointments Committee (SAC) and subsequently approved by His Majesty the King. The SAC conducts a comprehensive review of the candidate's qualifications, experience, and suitability for the position. Once the committee has endorsed the candidate, the appointment is forwarded for formal approval by His Majesty the King, whose confirmation is required for the appointment to be made official.

6429. Admiral of the Fleet

Admirals of the Fleet are selected by His Majesty. Such promotions are not normally made in peacetime and, if they are, they will be in an honorary capacity.

SECTION 7

LEAVING THE SERVICE FROM THE NAVAL STAFF

6430. SOCTM Role

SOCTM provides the Career Management function throughout the resettlement process, with appropriate resettlement responsibilities undertaken by Unit administrators, line managers and resettlement staff in accordance with BRd 3(1) Ch 55 and JSP 534.

6431. Last Day in Service calculations

a. When personnel are assigned and SOCR TACOS are issued for all members of the Naval Staff to whom the 6-year SOCR period no longer applies, the SOCR TACOS contract is aligned to the individual's FAD, generating an interim Tx date. Service is subsequently extended (Tx date and SOCR terms) to fulfil handover and resettlement requirements in consultation between SOCTM and the Officer. Upon confirmation of Terminal Leave (Tx) calculations and margin allocations, Officers will be assigned as follows:

(1) Assigned to MA6 for any outstanding ALA or GRT entitlement;

(2) Assigned to MA5 for the final 20 working days of Terminal Leave

b. Chosen area margins will typically be determined based on the individual's intended residence after leaving service, aligned to the nearest margin location.

6432. Valedictory Certificates

Different from the OF4 and below process[5], Valedictory Certificates (VC) for Officers of ranks OF5 to OF9 are prepared by the SOCTM team. At 12 months pre-termination, personnel will receive a "12 Month Letter" from the NA, including a VC proforma to be completed and returned. This proforma will inform the content of the VC. Once endorsed by the First Sea Lord, the VC will be posted to the address specified by the individual prior to the final TX date.

6433. Business Appointing Rules

Officers resettling and leaving the Service must ensure compliance with JSP 534 (Tri-Service Resettlement and Employment Support). Following termination of Service, an individual undertaking further paid employment must also ensure full compliance with Business Appointment Rules as detailed in JSP 492 and BRd 2 Chapter 84.

[5] BR3 Ch 55 Annex 55D.

ANNEX 64A

STANDARD APPOINTING FOR OF5 ROLES

1. Non-competed OF5 Roles

For OF5 personnel, certain Naval Staff roles are not subject to selection by FSOAB, SSM, or formal competition. In these cases, the Hd SOCTM may assign individuals directly in a manner similar to career management for OF2-4, however Officers will need to express their interest in these roles to be considered.

2. Expressing Interest

To express interest in a role, Officers need to contact the SOCTM team and state their interest by email. Roles are advertised through the fortnightly Forward Appointing Forecast (FAF), which contains visibility of a greater number of roles than is available on SCIO due to tri-Service posts and competitions. If a role advertised through the FAF receives a high level of interest, Hd SOCTM may request a formal Expression of Interest in the form of a 350 word “Why Me” Statement.

3. First Sea Lord Endorsement

All such appointments require endorsement from 1SL prior to assignment. Successful candidates will personally be informed, but candidates who have simply expressed interest by email will not usually be informed that they are unsuccessful.

ANNEX 64B

FLEET COMMANDER'S APPOINTMENT BOARD

1. Purpose

The Fleet Commander's Appointment Board (FCAB) is convened annually to determine the appointment of OF5s to command Operational Units.

2. Administration

The FCAB convenes once a year in summer to determine the appointments listed under FCAB in Annex E which are due for relief in the following 15 months. The appointments under consideration are determined by Hd SOCTM and advertised by the Senior Appointments app on SCIO as well as on the routine Forward Appointing Forecast. The FCAB follows the same Apply, Sift, Select process as the FSOAB.

3. Eligibility

Before applying, potential candidates should check their eligibility for the roles for which they wish to compete. All candidates for all FCAB roles must have the results of Psychometric Testing available in SCIO no later than 4 weeks before the Board convenes, and have recommendations for Command at OF5 in their OJARs. The timing of FCAB is such to enable substantive OF4s in the Pool to complete the necessary tests in order to board with full eligibility.

4. Applying on SCIO

Candidates apply for FCAB roles using the Senior Officer Appointing function on SCIO, which is found in the Career Opportunities section. They should also inform the SOCTM team and their career manager (if in the Pool) of their intention to apply. When applying, candidates will upload a 350 word 'Why Me Statement' to support their application. SCIO will also conduct checks in line with the role, including for psychometric test results, and ask for answers to some eligibility questions. If, having checked the NA's Guide, candidates are unable to submit, they should seek assistance from the SOCTM team.

5. Sifting the candidates

Should more than 4 candidates submit applications for the same appointment, a sift will be conducted with Hd SOCTM and an appropriate 1*. Sifting is a two-phased approach checking eligibility first and credibility second: both of these use the Candidate Brief, which is the same information which will be presented to FCAB. A maximum of 4 credible candidates will be presented to the board for each role.

6. Selecting candidates at the FCAB

a. The FCAB is Chaired by the Fleet Commander (vote holding) with voting 2* representatives of the Warfare, Aviation and Royal Marine fighting arms and Hd SOCTM in an advisory capacity. The FCAB considers the ratified candidates for each of the roles, with access to the following for each candidate with items 1-5 collated into the Candidate Brief:

(1) Why Me Statement.

(2) Last 3 OJARs.

(3) ACSC or psc(j) report if available.

(4) Statement of Service.

(5) Psychometric Assessment results.

(6) Hd SOCTM's comparative analysis of candidates.

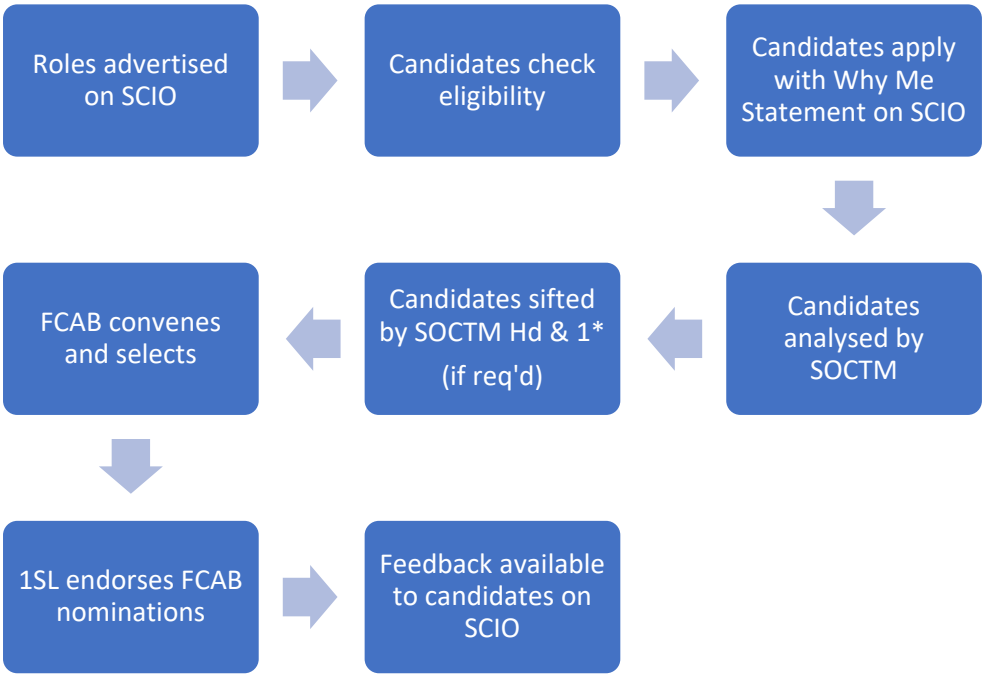
b. On completion of discussion, the Board determines the successful candidate for each Command Appointment. The list of FCAB nominees is then sent for 1SL's endorsement and onward career management action.

7. Feedback

Feedback on FCAB applications is available within SCIO to all applicants only once all applicants have been informed of the outcome.

8. Process Flowchart

Figure 64B-1. FCAB Process



ANNEX 64C

FLAG AND SENIOR OFFICERS' APPOINTMENT BOARD

1. Purpose

The Flag and Senior Officers' Appointment Board (FSOAB) is convened every 6-8 weeks to predominantly consider OF6 and OF7 appointments as well as OF5 Command of Establishments due to turnover at least 6-7 months in advance, although selection of candidates for Joint competitions, or appointments requiring extensive training or special clearances (e.g. attaché posts) are normally considered 12-18 months in advance.

2. Administration of the FSOAB

The appointments under consideration are determined by the NA and advertised by the Senior Appointments app on SCIO as well as by an email informing the plot of the roles to be determined at the next FSOAB. The FSOAB follows the Apply, Sift, Select process.

3. Eligibility

Before applying, potential candidates should check their eligibility for the roles for which they wish to compete. All candidates for all FSOAB roles must have the results of Psychometric Testing available in SCIO no later than 4 weeks before the Board convenes, and have positive promotion recommends, at least YES for 1UP for applications to the next rank, in their most recent report. A substantive SQEP OF5 with a 'High' recommendation for 2-up will be able to pitch at a maximum of 2 OF7 roles whilst at that level. Captains and Colonels who wish to apply for 2* posts and have questions regarding pension tax implications should seek independent financial advice before submitting an application.

4. Applying on SCIO

Candidates apply for FSOAB roles using the Senior Officer Appointing function on SCIO, which is found in the Career Opportunities section. When applying, candidates will upload a 350 word 'Why Me Statement' to support their application: guidance on this is found in the Naval Assistant's Guide. SCIO will also conduct checks in line with the role, including for psychometric test results, and ask for answers to some eligibility questions. If having checked in the NA's Guide, candidates are unable to submit they should seek assistance from the SOCTM team.

5. Sifting the Candidates

Should more than 4 candidates submit applications for the same appointment, a sift will be conducted with NA and an appropriate 2*. Sifting is a two-phased approach checking eligibility first and credibility second: both of these use the Candidate Brief, which is the same information which will be presented to FSOAB. A maximum of 4 credible candidates will be presented to the board for each role.

6. Interviewing Candidates for OF7 Roles

There is an additional interview step in the process when selecting RN OF7 roles. After a sift, which the NA conducts with at least one suitably experienced 2*, candidates will be informed whether they have been selected for interview. Regrettably, this may be at short notice. Interviews take place in person wherever possible, in daily working rig, and last approximately 30 to 45 minutes. The panel comprises three members plus a member of the NA's Office as secretary. For OF7 roles it will be chaired by a 3*; other panel members may vary but, wherever possible, will include an independent member and a suitably experienced 2*. The panel approves a written summary of the interviews to the FSOAB; this will include a recommendation as to whether the panel found the applicant above or below the line at interview. The panel does not otherwise score or rank applicants, and it is not a sift; all interviewed candidates will be presented to the FSOAB.

7. Selecting candidates at the FSOAB

The FSOAB is Chaired by the First Sea Lord (vote-holding) with Second Sea Lord, Fleet Commander and Director General Options and Commissioning as voting members, and Dir P&T and NA in an advisory capacity. The FSOAB considers the candidates for each of the roles, with access to the following for each candidate with items 1-5 collated into the Candidate Brief:

a. Why Me Statement

b. Last 3 OJARs

c. HCSC or RCDS report if available

d. Statement of Service

e. Psychometric Assessment results

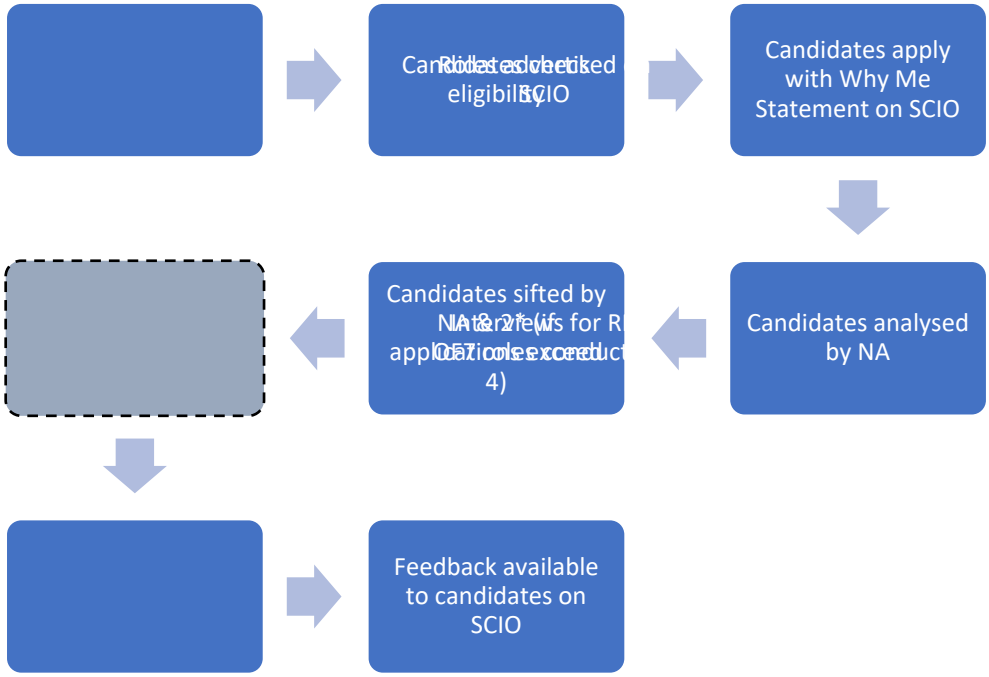
f. NA's comparative analysis of candidates

On completion of discussion, the Board determines the successful candidate for each Appointment.

8. Feedback. Feedback on FSOAB applications is available within SCIO to all applicants only once all candidates have been informed of the outcome.

9. Flowchart

Figure 64C-1. FSOAB Process



ANNEX 64D

COMPETITIONS

1. Purpose

This Annex covers roles filled through external competitions or boards and is not exhaustive. These posts sit outside the Royal Navy's appointing remit because they are tri-Service or quad-Service appointments. It will be made clear to potential candidates before they apply which application pathway they will follow and the SOCTM team will advise throughout the process.

2. Approval to Apply

Candidates wishing to compete for these roles must obtain Approval to Apply from 1SL. This is normally sought via either the FSOAB or Hd SOCTM.

3. Tri-Service Roles

For joint appointments, the Royal Navy selects and endorses candidates before they are considered by the relevant tri-Service board or employing organisation. The key pathways are:

a. OF5 joint roles are advertised on the FAF and 1SL approves candidates.

b. OF6 and OF7 joint roles advertised at FSOAB: FSOAB selects the Royal Navy candidate(s) to be presented to the appropriate tri-Service board.

c. OF8 joint roles: Royal Navy candidates are selected by 1SL.

4. RN candidates are then presented to the appropriate Tri-Service board:

a. Joint OF5 & OF6 roles selected at the Service Secretaries' Meeting (SSM): NAVSEC votes and represents Royal Navy candidates.

b. Some joint OF7 and OF8 roles decided at the Service Appointments Committee (SAC): 1SL is a voting member and the Royal Navy candidate representative; remaining roles are typically decided by interview with the employing officer.

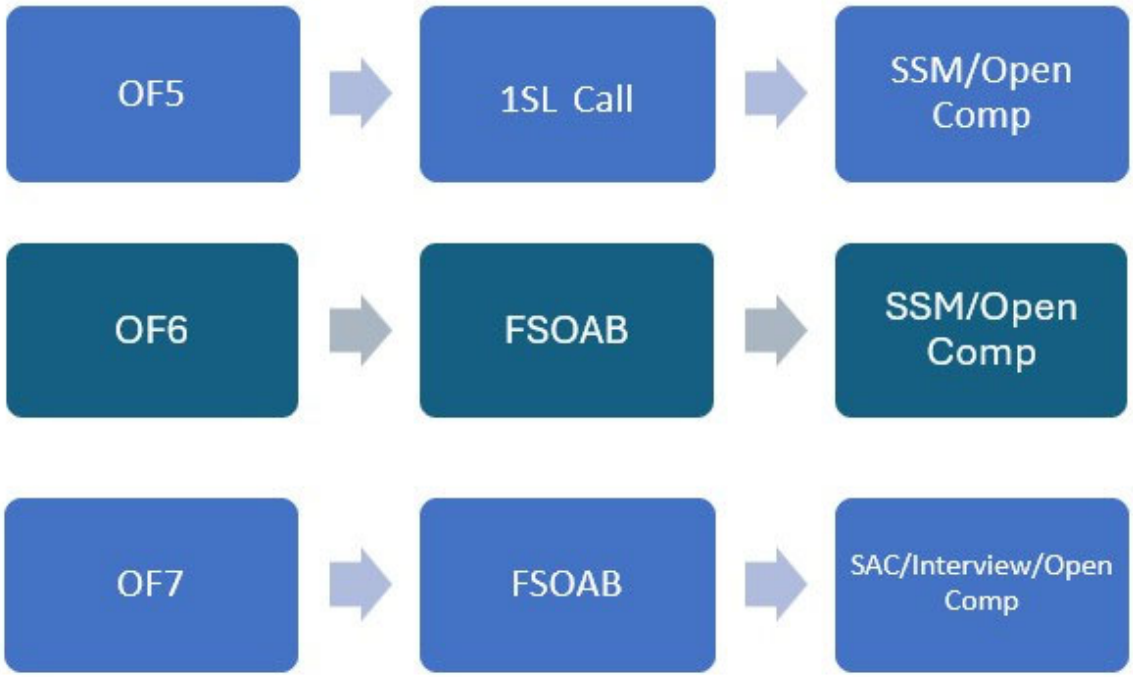
5. Individuals will be informed after FSOAB if they are the Royal Navy candidate for a competition and will have the opportunity to tailor their WMS for the tri-Service audience. The joint selection process is set out in JSP 755.

6. Quad-Service and Open Competition Roles

A number of appointments are filled through quad-Service competitions or open competition. These selection processes are often run by external organisations (for example, NADG or DNO). Where members of the Naval Staff wish to apply, they should follow the initial application direction which will ensure the appropriate Approval to Apply route is followed (through Hd SOCTM with 1SL endorsement or FSOAB).

7. Flowchart

Figure 64D-1. Competitions Process



8. Feedback. Officers will be provided with feedback once the successful candidate has been appointed: this will be from Hd SOCTM, the Naval Assistant or the competition owner.

ANNEX 64E

COMMAND APPOINTMENTS ON THE NAVAL STAFF

1. Purpose

This Annex lists the Command Appointments for members of the Naval Staff, and details eligibility to apply where applicable.

Table 64E-1. OF5 Command Appointments Selected by FCAB.

Role	Appointment duration	Branch Eligibility	Eligibility Criteria
CO CVS	24 months	X	1. Qualified PWO and completed a minimum of 2 front-line warfare tours and/or held a front-line Sea assignment within the previous 5 years. Unit command, as a result of previous SASB/AASB, is highly desirable. 2. CQ2. 3. ACSC or equivalent psc(j) is highly desirable.
CO IPS	24 months	X	1. Qualified HCH and completed a minimum of 2 front-line warfare tours and/or held a front-line Sea assignment within the previous 5 years. Unit command, as a result of previous SASB/AASB, is highly desirable. 2. CQ2. 3. ACSC or equivalent psc(j) is highly desirable.
CO First of Class Ship or Submarine	24 months	X/ XSM	1. Qualified PWO and completed a minimum of 2 front-line warfare tours and/or held a front-line Sea assignment within the previous 5 years. Unit command, as a result of previous SASB/AASB, is highly desirable. 2. CQ2. 3. ACSC or equivalent psc(j) is highly desirable.
CO 43 CDO RM	24 months	RM	1. ACSC or psc(j) equivalent is desirable but not essential. 2. Recommended for Command at OF5.
CO 47 CDO RM	24 months	RM	1. ACSC or psc(j) equivalent is desirable but not essential. 2. Recommended for Command at OF5.
DCOM 3 CDO RM	24 months	RM	1. ACSC or psc(j) equivalent is desirable but not essential. 2. Recommended for Command at OF5.

(*Continued*)

Role	Appointment duration	Branch Eligibility	Eligibility Criteria
CO RNAS CULDROSE	36 months	X/RM (P/O)	1. Have completed a minimum of 48 months in front line aviation. Candidates should have previous Command or executive experience. 2. Have held an aviation related frontline or staff assignment within the last 5 years. 3. CQ(A)2 and ICSC(M). psc(j) or a recommendation for ACSC. 4. Hold a current recommendation for AASB2 Air Command via most recent OJAR.
CO RNAS YEOVILTON	36 months	X/RM (P/O)	1. Have completed a minimum of 48 months in front line aviation. Candidates should have previous Command or executive experience. 2. Have held an aviation related frontline or staff assignment within the last 5 years. 3. CQ(A)2 and ICSC(M). psc(j) or a recommendation for ACSC. 4. Hold a current recommendation for AASB2 Air Command via most recent OJAR.
CO CHF	36 months	X/RM (P)	1. Have completed a minimum of 48 months in front line aviation. Candidates should have previous Command or executive experience. 2. Have held an aviation related frontline or staff assignment within the last 5 years. 3. CQ(A)2 and ICSC(M). psc(j) or a recommendation for ACSC. 4. Hold a current recommendation for AASB2 Air Command via most recent OJAR.

2. Command Appointments Selected Not Boarded

These appointments are selected by the Standard Appointing Process at Annex A and approved by the Fleet Commander before final approval from 1SL.

Table 64E-2. Command Appointments Selected Not Boarded

Role	Appointment Duration	Rank	Eligible branch
COS CSF	36 months	OF5	X / RM
FOST Dir (S) / Capt Ships	36 months	OF5	X
FOST Dir (N) / Capt SM Trg	36 months	OF5	X SM
CAPT JTEPS	36 months	OF5	X
CAG CSG	36 months	OF5	X (P/O)
CAPT SM SUBFLOT	36 months	OF5	X SM
CAPT SS WEST / Capt AFH	36 months	OF5	X
CAPT SS EAST / Capt C&D	36 months	OF5	X
CAPT PUXD	36 months	OF5	X
COS CSG	36 months	OF5	X
DUKMCC	36 months	OF5	X
DACOS OPS	36 months	OF5	X
DCOM MarFor	36 months	OF5	X