

FY21 Information Warfare Community O4 Milestone and Leadership Board Observations

Talent across the IW community is extremely competitive and margins for selection were razor thin. Sustained superior performance in diverse, challenging and demanding operational tours sends a clear message to the board that an officer has solid potential to serve **AND** excel in milestone and leadership jobs across the Information Warfare Community.

Performance:

- **Leadership.** Sustained Superior Performance in O4 milestone tours is critical for selection for O4 leadership. Documented performance in milestone and success in leadership roles, to include department head, division officer, or other leadership positions are discriminating factors.
- **Milestone.** SSP in ALL assignments and demonstrated IW expertise are discriminators and evidenced by consistent above RSCA trait averages, hard and soft breakouts, and repeated recommendations for leadership and milestone jobs.
- Officers who consistently performed well in challenging assignments, earned competitive breakouts and LDR/MS recommendations clearly stand out.

General:

- **Convening Order.** The CO contains explicit language that defines best and fully qualified officers; this is the lens through which records are reviewed by the board. All Officers should thoroughly read and understand the convening order and write FITREPs accordingly. Clearly document operational support and articulate leadership roles within the FITREP, include the scope of responsibility, operational impacts and number of personnel led.
- **Mentor.** Seek mentors early in your career, both within and outside the IW Community. Ask mentors to review your record.

Record Management: Take ownership of your record. Review your record regularly, and ahead of EVERY board, to verify completeness. Ensure FITREPs, education, awards, AQDs, and photos are updated. Missing, or official photos within lower paygrade, sends a signal to the board that member does not maintain their record.

Most recent FITREP: Due to the compressed timing between the IW Community O4 MS & LDR board and O4 FITREPS, it is the member's responsibility to verify their FITREPs are submitted to the board for consideration. If the FITREP has not been entered into the members PSR, consider submitting the document as a letter to the board.

Letter to the board: Keep letters to the board concise. LTBs should add value to your record (FITREP, Award, Official Photo, or to explain an anomaly.) LTBs must be received at least 10 days before the convening date. Following submission, verify the LTB includes all pages and the forms are clearly legible. An eligible Officer who does not intend to pursue MS/LDR assignment should submit LTB requesting the board to remove their record from consideration ("Don't Pick Me" letter).

Leadership Guidance:

Commanding Officers should clearly identify individuals who are ready for leadership and milestone positions early and indicate recommendations in block 40 and 41.

- Be specific with breakouts (opening/closing) of top performers and leave no doubt to board members who has the potential to succeed in milestone/leadership positions.
- Use block 40 sparingly and consistently to identify those officers recommended for milestone/OIC/leadership positions.
- Judiciously manage your RSCA. If the RSCA is too high, it is difficult to distinguish the breakout performance of exceptional officers.
- If an officer is in a “one of one” summary group, consider using soft break outs.
- Send a clear and concise message to both the service member and board. Performance traits should be aligned with recommendations and bullets within Blocks 40 and 41.