From: Commander, Naval Personnel Command
To: President, FY-18 Information Warfare Community Lieutenant Commander Milestone and Leadership Screen Board

Subj: ORDER CONVENING THE FY-18 INFORMATION WARFARE COMMUNITY LIEUTENANT COMMANDER MILESTONE AND LEADERSHIP SCREEN BOARD

Ref: (a) FY-18 Administrative Selection Board Precept

Encl: (1) Board Membership
      (2) Administrative Support Staff
      (3) Board Authorized Selections

1. Date and Location

   a. This administrative selection board, consisting of you as president, the officers listed in enclosure (1) as members, and the personnel listed in enclosure (2) as administrative support staff, is ordered to convene at Navy Personnel Command, Millington, TN, at 0800, 17 April 2017, or as soon as practicable thereafter.

   b. The board shall proceed in accordance with all guidance in this letter and the FY-18 Administrative Selection Board Precept, reference (a).

2. Function

   a. The function of the board is to recommend Information Warfare Community (IWC) officers for Lieutenant Commander (O4) Milestone and Leadership (Executive Officer (XO)/Officer in Charge (OIC)) assignments.

3. Board Authorized Selections

   a. Milestone and Leadership Panels. The total number of candidates that may be recommended for O4 Milestone and Leadership is outlined by panel and listed in Enclosure (3).

   b. Officer "Bank". Each Leadership Screening Group (panel) will screen to a "bank" vice specific availability to allow for flexibility in detailing. Officers that screen for O4
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Leadership may not be offered these billets in FY-18. These selectees will have their record annotated and remain eligible for future orders.

C. Promotion Status and Eligibility. Officers, whose promotions to 04 remain held in abeyance by Navy Personnel Command (PERSC-8) action on the board convene date, shall not be eligible for this board.

4. Additional Guidance

a. The below information is provided to clarify community requirements and any specific needs, but in no way should replace the Best and Fully Qualified Standard of reference (a).

(1) Oceanography (1800/6800): Demonstrated leadership and applied expertise across the full Meteorological and Oceanographic (METOC) spectrum to enable naval operations is the bedrock of Naval Oceanography. As such, sustained superior performance in challenging assignments both within and outside the Oceanography Community is an indicator of a successful officer and future community leader. Assignments and responsibilities for Oceanography officers extend beyond the technical fields of meteorology, oceanography, and hydrography to encompass all aspects of developing and exploiting environmental information to support naval and/or joint operations.

(a) Additionally, Oceanography sends a limited number of qualified officers to pursue PhDs. Officers selected for PhD programs will have up to three additional years of NOT OBSERVED fitness reports. Past performance and future potential to lead and innovate should be duly considered for these officers. All 1800 officers will complete a Master's of Science degree in Meteorology and/or Physical Oceanography prior to selection to 05. Additional graduate level education in science, ocean technology, business, management, foreign affairs, or education fields is valued. Limited Duty Officers paths will not mirror that of a typical 1800 and are limited if they do not off-ramp to 1800 prior to 04; their records should receive due diligence and be considered fully qualified.

(b) Considerations for selection to 04 Milestone: Qualified officers will have demonstrated outstanding leadership and technical acumen in previous assignments. Many officers may
have a mix of assignments in both the Oceanography community and other communities. Both are equally valuable in assessing an officers career potential, leadership, and operational experience. Successful performance in initial community assignment is highlighted by on-time community specific warfare qualifications (Information Warfare Officer, Surface Warfare Officer, etc). Advanced education is valued, though not a requirement prior to 04 Milestone assignment. Professional competence and leadership experience should be documented in fitness reports where the officer's performance traits clearly exceed that of his or her peers.

(2) Cryptologic Warfare (CW) (1810/6810): The CW community is built on technical knowledge of the Information Warfare (IW) warfighting domain (specifically the electromagnetic spectrum and cyberspace) coupled with operational experience and sustained superior performance. CW core-mission areas are Signals Intelligence (SIGINT), Cyber, and Electronic Warfare (EW). CW operational capacity is principally organized into IWC Commands (Navy Information Operations Commands, Navy Cyber Warfare Development Group, Navy Cyber Defense Operations Command) and are presented to the supported commander in both the Fleet and Joint arena. CW officers typically develop deep foundational SIGINT and Cyber expertise in assignments at Cryptologic Centers and National Security Agency (NSA)/Central Security Service. For SIGINT and EW, officers demonstrated expertise in the tactical embedded maritime and expeditionary environments, tactically assigned as Permanent Change of Station (PCS) officers to surface ships or Navy Special Warfare (NSW) Commands, or as a Direct Support Officer (DSO) onboard surface, subsurface, or airborne platforms/squadrons. For Cyber, CW officers demonstrate tactical and operational proficiency under the operational control of U.S. Cyber Command (USCYBERCOM); its naval component command U.S. Fleet Cyber Command (FIFTCYBERCOM), and NSA while assigned administratively to Navy Information Operations Commands, Navy Cyber Defense Operations Command, or Navy Cyber Warfare Development Group. While shore-based, these commands operate 24/7 at the cyber tactical edge and integrate tactically and operationally with fleet and joint forces in planning and executing operations worldwide.

(a) Considerations for selection to 04 Milestone: Qualified officers will have demonstrated outstanding leadership and technical acumen in previous operational assignments.
Tactical/sea operational experience includes PCS orders to surface ships, Amphibious Squadrons (PHIBRON) or Navy Special Warfare (NSW) Commands; as a Direct Support Officer (DSO) onboard surface, subsurface, or airborne platforms; Individual Augmented/Global War on Terrorism Support Assignments (IA/GSA); or assignments at a Numbered Fleet. Shore operational experience includes FLTCYBERCOM and FCC/C10F subordinate commands (NIOC's), USCYBERCOM, or Combatant Commander Staff. Advanced education (Master's degree, Doctoral Degree, or post-graduate technical certifications) is valued, though not a requirement prior to 04 Milestone assignment. Emphasis should be given to study in the areas of Science, Technology, Engineering and Mathematics (STEM).

(b) The most competitive candidates will have demonstrated success in a tactical tour (reflected by earning the BIS, BIA, BTW, or BLU Additional Qualification Designator) and have leadership experience as a Division Officer (DIVO), Department Head (DH), or other Naval or Joint leadership positions. Professional competence and leadership experience should be documented in fitness reports where the officer's performance clearly exceed that of his or her peers.

(3) Information Professional (1820/6820): Demonstrated expertise and operational performance in IW disciplines and IP core competencies including communications, combat systems, space operations, network operations, offensive and defensive cyber operations, electromagnetic spectrum management, information assurance, and knowledge management in operational assignments is the cornerstone of success for IP officers. Future leaders of the IP community must have a proven record of leadership, at sea or in NSW/expeditionary operational tours and demonstrated technical IP expertise supporting Naval and Joint operations. The most competitive officers will have diversity in assignments to include Office of the Chief of Naval Operations (OPNAV) or major headquarters staff, Numbered Fleet and/or Type Commander, assignments in combat zones, and a balance between afloat staffs and ship's company or squadron/detachment tours. Space Cadre experience and acquisition experience are also valued, in addition to operational assignments.

(a) Additionally, geographic diversity within an officer's career is highly valued as it demonstrates a depth of experience and knowledge of global Navy operations and reflects
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(a) A willingness to serve where needed. As the IP Community is a
lateral transfer based community, many officers will have a mix
of assignments prior to their lateral transfer to the IP
Community. Both are equally valuable and board members are
encouraged to examine an officer’s entire record to assess
leadership, critical thinking, operational experience, advanced
technical graduate education and technical expertise that would
translate to success in O-4 afloat and ashore Milestone, XO and
OIC assignments.

(b) Considerations for selection to O4 Milestone:
Qualified officers will have demonstrated outstanding leadership
and technical acumen in previous assignments both in and out of
the 1820 community. The most competitive candidates will also
have achieved STEM technical graduate education, be fully
qualified in IP Intermediate qualifications, completed JFME
Phase I, and/or attained civilian technical certifications such as
those required for Cybersecurity Workforce qualification.
Progress toward Joint Qualified Officer qualification is highly
valued, though not a requirement prior to O4 Milestone.

(4) Intelligence (1830/6830): Leadership, demonstrated
professional warfighting competence, and sustained superior
performance are the hallmarks of a successful Naval Intelligence
officer. Future leaders of the intelligence community must have
a proven record of leadership, proficiency and expertise in
conducting full spectrum intelligence operations in operational
assignments at sea and ashore, in NSW/expeditionary assignments,
or with joint warfighting forces.

(a) A limited number of Naval Intelligence billets
support the Department of Defense-wide, joint service RAIDER
CUTLASS initiative. Officers selected to perform these
sensitive duties are extensively screened and complete demanding
proficiency training and multiple-tour operational assignments
that can preclude them serving in traditional 1830 command and
Milestone billets. A RAIDER CUTLASS milestone billet structure
is being developed and RAIDER CUTLASS officers should continue
to be screened for Milestone and Leadership assignments.

(b) Considerations for selection to O4 Milestone:
Qualified officers will have demonstrated outstanding leadership
and professional proficiency in previous operational
assignments. Intelligence officers gain operational experience
from a broad range of tours including assignment to operational
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aviation tours, afloat CVN/LHD/LHA/DESRON tours, and NSW/Expeditionary tours, or IA/GSA. Officers will have had at least one operational assignment prior to reaching O4 - some may have more than one. The most competitive candidates will have demonstrated success in an operational tour or tours, and have leadership experience as a Watch Center Supervisor, DIVO, DH, or other Joint leadership positions. The Intelligence community includes some officers that lateral transfer to 1830. These officers will have a mix of assignments prior to their lateral transfer to the Intelligence field, but have equally valuable experience and knowledge gained from their service in other communities. Board members are encouraged to examine an officer’s entire record to assess career potential, leadership and operational acumen.

(5) IWC O4 Leadership (1800/6800/1810/6810/1820/6820/1830/6830): Key leadership billets at the O4 level include XO and OIC billets. Superior performance in challenging operational assignments and in leadership roles as a DIVO, DH, or other Naval or Joint leadership positions is an indicator of a high performing officer who will succeed in these key leadership billets.

(a) Considerations for selection for IWC O4 Leadership: All officers must be O4 Milestone screened to be qualified for O4 Leadership screening. The strongest officers will have demonstrated superior performance in an O4 Milestone, though completion of O4 Milestone is not required prior to screening for O4 Leadership.

(b) Demonstrated exceptional leadership is a key element for selection to these critical positions. The most competitive candidates will have clearly demonstrated success above their peers in operational tours and have successful leadership experience as a DIVO, DH, Lieutenant OIC, or in other Naval or Joint leadership positions.

R. A. BROWN
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BOARD AUTHORIZED SELECTIONS
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Note: The selection goals may not be exceeded. The board is not required to select the number specified in each competitive category if, in the opinion of a majority of the members of the board, there is an insufficient number of officers that meet selection criteria.