



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
MANPOWER AND RESERVE AFFAIRS DEPARTMENT
MANPOWER MANAGEMENT PERFORMANCE BRANCH
2008 ELLIOT ROAD
QUANTICO, VIRGINIA 22134-5030

IN REPLY REFER TO:
1400
MMPB-11
MAR 28 2025

From: Commandant of the Marine Corps (MM)
To: Colonel Carl J. Punzel 1005523504/8040 USMC

Subj: PRECEPT CONVENING THE FY 2025 STAFF SERGEANT PROMOTION SELECTION BOARD

Encl: (1) Supplemental Guidance for the FY 2025 Staff Sergeant Promotion Selection Board

1. The selection board, consisting of yourself as the president and the following additional board members, to consider eligible sergeants for promotion to the next higher grade, is appointed:

Lieutenant Colonel Phillip M. Tate, USMC
Major Zachary L. Gibson, USMC
Major Kramer E. Sampson, USMC
Chief Warrant Officer 4 Timothy J. Smith, USMC
Chief Warrant Officer 2 Cody S. Mongosa, USMC
Sergeant Major Louis L. Cardenas, USMC
Sergeant Major Nathan J. Hendrick, USMC
Sergeant Major Liam D. Williams, USMC
Master Gunnery Sergeant Dushawn R. Fuller, USMC
Master Gunnery Sergeant Christopher D. Genualdi, USMC
Master Gunnery Sergeant Melanie A. Rodriguez, USMC
Master Gunnery Sergeant Paul J. Schutze, USMC
First Sergeant Britinay N. Burke, USMC
First Sergeant Jacob S. Garcia, USMC
First Sergeant Wade A. McKinley, USMC
First Sergeant Duane O. Smith, USMC
Master Sergeant Lia N. Aragon, USMC
Master Sergeant Luis O. Parreno, USMC
Master Sergeant Darian J. Jordan, USMC
Master Sergeant Justin L. Myers, USMC

2. Captain Emily F. Hastings, USMC, will serve as the senior recorder. Master Gunnery Sergeant Jason Zeise, USMC and Master Sergeant Brandon E. Meadors, USMC will serve as assistant recorders. A recorder may be assigned as a voting member, if required. Recorders will be present during selection board briefings and deliberations.

3. The following administrative support personnel are hereby appointed:

Lieutenant General Michael J. Borgschulte, USMC
Major General Ryan S. Rideout, USMC

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Mr. Chad W. Schrecengost
Colonel Javier A. Garcia, USMC
Colonel Jerry A. Godfrey, USMC
Lieutenant Colonel Christopher J. Alfaro, USMC
Lieutenant Colonel Daniel A. Moore, USMC
Lieutenant Colonel Sean P. Norton, USMC
Mr. Craig M. Kilhenny
Major Steven M. Ellington, USMC
Major Andrew M. Mirsch, USMC
Major Deborah L. Queen, USMC
Captain Ricardo J. RosarioHoover, USMC
Sergeant Major Jacob M. Reiff, USMC
Sergeant Major Michael J. Exlos, USMC
Sergeant Major Brian R. Drechsler, USMC
Master Gunnery Sergeant William L. Papple, USMC
Master Sergeant Dathan T. Mills, USMC
Master Sergeant Marvin F. Slappy, USMC
Gunnery Sergeant Kenina M. Bonner, USMC
Gunnery Sergeant Mathew J. Celmar, USMC
Gunnery Sergeant Owen E. Fernandezyanes, USMC
Gunnery Sergeant Giovanni Ocampo, USMC
Gunnery Sergeant Tiana M. Roofner, USMC
Staff Sergeant Anthoney D. Stevens, USMC
Sergeant Brooklyn A. Lennon, USMC
Lance Corporal Arviso T. Nelson, USMC
Priviate First Class Kristopher G. Kurth, USMC
Ms. Cynthia E. Guillory
Mr. Jose A. Bosquez
Mr. Seth D. Evans
Mrs. Linda C. Knop

4. Date and Location. The promotion selection board is ordered to convene at 2008 Elliot Road, Marine Corps Base, Quantico, Virginia, on 8 April 2025, or as soon thereafter as practicable for a period of about nine weeks. Enclosure (1) contains additional guidance for board members to consider in determining the promotion potential and professional qualifications of Marines eligible for consideration.

5. Selection Board Guidance. The promotion selection board will proceed in accordance with the following specific guidelines.

a. Selection Standard. The selection board shall recommend eligible Marines for promotion to the next higher grade. The Marines selected will be those whom the members of the board consider best qualified for promotion to meet the needs of the Marine Corps based off their competitiveness after deliberations. In addition to the foregoing standard of best qualified, all Marines recommended for promotion must be fully qualified; that is, each Marine's qualifications and performance of duty must clearly demonstrate that the Marine will be capable of performing the duties normally

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associated with the next higher grade. This standard applies to all eligible Marines regardless of zone.

b. Letters of Nonselection. Members on the boards will honor a Marine's request not to be selected by a SNCO promotion selection board and the Marine will incur a failure of selection. This request does not make a Marine ineligible for subsequent promotion selection boards.

c. Eligible Population. Eligibility criteria for consideration for selection in each IMOS were outlined in MARADMINs 062/25 and 109/25.

d. Number of Primary Selections Authorized. The promotion selection board will limit the number of primary selections for promotion to the number of allocations. Changes to allocations, if any, will be published in the selection MARADMIN announcing the results of the board.

e. Number of Alternate Selections. The alternate selection list mitigates risk of historical shortfalls across the force. The board will ensure Marines selected as alternates meet the standard described in paragraph 5.a.

f. Consideration of below zone eligible Marines

(1) There will be no overall limit to the number of eligible Marines considered from the below zone population. However, the board may not select more than ten percent of allocations or two selections, whichever is greater, from the below zone of each IMOS.

(2) The selection of a Marine from the below zone must be based on the best and fully qualified standard applicable to all eligible Marines. When considering the records of Marines equally well qualified for promotion, you may consider the fact that a selection from the below zone benefits the Marine Corps by creating an incentive for superior performance by Marines below the promotion zone. Accordingly, the selection board is directed to give Marines in the below zone the same careful consideration as all other eligible Marines.

(3) The board president may request additional below zone selection allocations from the Director, Manpower Management, to mitigate shortfalls and meet the needs of the Marine Corps.

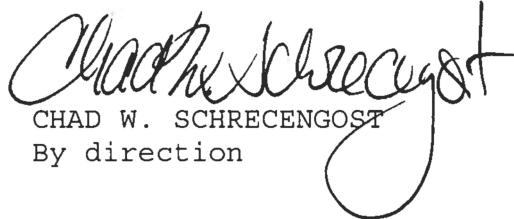
6. Equal Opportunity. The board's evaluation of all Marines, regardless of race, religion, color, sex (including pregnancy), sexual orientation, or national origin, must afford them fair and equitable consideration.

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7. Additional Guidance. The enclosure contains additional guidance for the board to consider in determining qualifications and selection potential. Administrative instructions, the oath for the members, recorders, and administrative support personnel are also included.

8. Confidentiality of Board Proceedings. Unless expressly authorized by me, neither you nor any member of the board, recorder, or administrative support personnel may disclose the proceedings, deliberations, or recommendations of the promotion selection board. All board members, recorders, and administrative support personnel must comply fully with these requirements, and I expect you to emphasize the need for strict confidentiality.

9. Board recommendations. Upon completion of its proceedings, the promotion selection board will submit its report to me for approval and signature. The report of the board will be in writing, signed by each member of the board and the recorders. It shall contain the names of the Marines the board recommends for promotion. The report will certify that the board has complied with all instructions contained in this precept and, as appropriate, other guidance or instruction provided by the Commandant of the Marine Corps. The report of the board shall certify that the board has carefully considered the record of each Marine whose name was furnished to it and that, in the opinion of the board, the Marines recommended by the board are best and fully qualified.


CHAD W. SCHRECENGOST
By direction

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- Ref: (a) MCO P1400.32D w/CH 2 (MARCORPROMMAN, VOL 2, ENLPROM)
(b) MCO 1200.18 (MOS PROGRAM ORDER)
(c) NAVMC 1200.1J (MOS MANUAL)
(d) MCO 1610.7B (PERFORMANCE EVALUATION SYSTEM)
(e) MCO 1326.6 w/CH 1 (SELECTING, SCREENING, AND PREPARING
ENLISTED MARINES FOR SCREENABLE BILLETS AND
INDEPENDENT DUTY ASSIGNMENTS)
(f) MARADMIN 630/24 (UPDATED ENLISTED PROFESSIONAL MILITARY
EDUCATION (EPME) REQUIREMENTS FOR ACTIVE DUTY AND ACTIVE
RESERVE MARINES)
(g) MARADMIN 342/22 (SUPPLEMENTAL GUIDANCE FOR THE
EXEMPTION TO ENLISTED PROFESSIONAL MILITARY EDUCATION
POLICY FOR MARINES SERVING ON SPECIAL DUTY
ASSIGNMENTS)
(h) MARADMIN 663/16 (EXEMPTION TO ENLISTED PROFESSIONAL
MILITARY EDUCATION POLICY FOR MARINES SERVING ON
SPECIAL DUTY ASSIGNMENTS)
(i) MCO 5300.17A (MARINE CORPS SUBSTANCE ABUSE PROGRAM)
(j) MCO 1752.5C (SEXUAL ASSAULT PREVENTION AND RESPONSE
(SAPR) PROGRAM)

1. References (a) through (c), as well as this precept, state the policies and qualifications for selection to the staff noncommissioned officer (SNCO) grades. References (d) and (j) are germane. In the case of conflicting instructions, the guidelines in this precept take precedence over those contained in references (a) through (j). The selection board will consider only the instructions and information provided by the Commandant of the Marine Corps or his authorized representative.

2. The following oath or affirmation shall be administered to the recorders and administrative support personnel by the president of the board:

"Do you solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or non-selection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

The following oath or affirmation shall be administered to the members of the board by the senior recorder:

"Do you solemnly swear (or affirm) that you will perform your duties as a member of this board without prejudice or partiality, having in view the special fitness of staff noncommissioned officers and the efficiency of the Marine Corps, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or non-selection of individual

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enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

3. The Director, Manpower Plans and Policy Division, shall furnish the names and records of all Marines who are eligible for consideration on the date the board convenes.

4. MMPB-11, shall screen and remove the names and records of Marines who become ineligible for consideration during the execution of the board and notify the board president of any changes made to the population. The board will carefully consider the record of every eligible Marine whose name is furnished.

5. Previous Alternate Selections. The current eligible population contains Marines that were selected as alternates on last year's promotion selection board that were not activated for promotion. These Marines are identified by a letter in their record indicating their selection as an alternate. When applying the best and fully qualified standards described in paragraph 5.a. of the precept, give strong consideration to those selected as an alternate on the previous year's promotion selection board.

6. Professional Military Education. Professional Military Education (PME) is a valuable and important aspect of a Marine SNCO's professional development. A well-educated core of SNCOs is better able to contribute to the effectiveness and success of the Marine Corps. The successful completion of appropriate level PME demonstrates a Marine's commitment to self-improvement and represents a desire to prepare for positions of increased responsibility. The following clarifications regarding PME are provided:

a. All Marines who completed the MarineNet EPME5000 Course no later than 2359, EDT on 7 April 2025 shall be considered qualified for the purposes of selection on this promotion selection board and will receive a full brief.

b. All Marines who successfully completed any of the additional courses below will be considered higher qualified than those Marines that have only completed the MarineNet course.

1) Resident Sergeants Course (T4M)

2) Sergeants Course Seminar (315)

3) Reserve Sergeants Course (CFF)

c. Marines currently serving in or re-assigned from a billet Military Occupational Specialty (BMOS) of Recruiter (8411/8421), Marine Combat Instructor (8513/0913), Marine Security Guard (MSG) Detachment Commander or Watch Stander (8156), Marine Corps Security

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Forces Guard (8152), and Drill Instructor (8511/0911), to include Marines serving at Officer Candidate School (OCS) Quantico, VA and Newport, RI; specifically in a 0911 billet in a permanent personnel capacity within the past 365 days will be considered with the same level of competitiveness as Marines who completed all appropriate level PME.

d. Marines serving as Assistant Marine Officer Instructor (AMOI), or 8412 Career Recruiter will be considered with the same level of competitiveness based off their PME completion level.

7. Noncompetitive Selection. Marines who are selected for commissioning programs to include appointment to warrant officer, the Marine Enlisted Commissioning Education Program, Enlisted Commissioning Program, Medical Enlisted Commissioning Program, and Medical Service Corps In-service Procurement Program are eligible for non-competitive selection consideration. The selection of these Marines will not count against the competitive allocations. The selection standard for non-competitive Marines is "fully qualified" and the board should pay special attention to recent adversity that may demonstrate the Marine is not capable of performing the duties normally associated with the next higher grade. Non-competitive Marines are exempt from all PME requirements including the MarineNet course.

8. Career Patterns. All Marines are assigned to commands based on service requirements. Accordingly, billet assignments are widely diverse, with many Marines serving outside of their Primary (PMOS) in billets that could be considered less desirable, and/or in commands that may not be considered within the mainstream of the Marine Corps. Regardless of duty assignment, all Marines serve because there is a vital need to support the continued readiness of our Corps. Marines serving in billets outside their PMOS are to be considered qualified for promotion based upon their performance in their assigned duties. You should also consider that the Marine Corps benefits when a SNCO possesses a broad spectrum of experiences.

a. Marines with certain PMOSs historically do not have an opportunity to serve outside their PMOS due to extensive school training, career progression at a certain pay grade, perishable MOS skills, or insufficient overall strength of the MOS. Marines in these occupational specialties will not be denied the opportunity to serve outside their PMOS if the MOS can afford the assignment; however, they will not routinely be assigned to such duties. Due to this limited opportunity, Marines who fit this category should be given equal consideration with their peers even though they may not have served outside their PMOS.

b. Marines assigned to support contingency operations are critical to the success of national interests. Additionally, the

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board should be especially diligent in weighing the qualifications of Marines serving in Transition Teams (TT) and Joint Individual Augmentation (IA) Billets. Service in these critical billets should weigh equal to Marine Corps SNCO billets which supported combat operations in previous campaigns.

9. In your consideration, please be sensitive to the fact that the needs of the Marine Corps have changed over the years and will continue to evolve.

a. Be especially alert for Marines who have embraced change by conceiving and trying new solutions to our most challenging problems. The Marine Corps needs bold Marines who are willing to think creatively and take well-calculated risks.

b. Give priority to promoting Marines who have shown initiative in finding and pursuing the most effective ways of accomplishing our mission. Also note, in this regard, that Marines with the greatest capacity for innovation may have served in billets different from historical norms. In the context of a changing operating environment, the best-qualified Marines may possess a variety of backgrounds.

c. Be especially alert for Marines who possess foreign language proficiency and cultural awareness especially within the Indo-Pacific region. Marines who are currently or were previously permanently assigned to stations in Japan, Korea, and Guam, or who have deployed as part of a Marine Expeditionary Unit or Unit Deployment Program to the Indo-Pacific area of responsibility, or with Marine Rotational Force-Darwin, should be considered to have cultural awareness of the Indo-Pacific region. Additionally, regardless of permanent station, Marines assigned in support of exercises in the Indo-Pacific region should also be considered to have valuable cultural awareness necessary to compete against a peer adversary in the Indo-Pacific.

10. Screenable Billet Assignments. Assignment to challenging billets, within and outside of PMOS, is an integral part of every Marine's career. The skills and experience gained through service in these duties enhance individual abilities and establish a shared bond across different communities while meeting service objectives. The following are the three types of screenable billets in priority order.

a. Special Duty Assignments (SDA). Billets specifically designated by the Commandant of the Marine Corps. These assignments include: Drill Instructor (8511/0911), Recruiter (8411/8421), Marine Combat Instructor (8513/0913), and Marine Security Guard (MSG) Detachment Commander or Watch Stander (8156). Marines who are assigned to or have successfully completed one of the above duty assignments should be considered "highest qualified." These billets involve demanding duties that require an unusual degree of responsibility outside of any Marine's primary skill and are

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significant to the Marine Corps mission. In this context, duties are considered demanding because they require an extraordinary effort for satisfactory performance. These duties are considered to have an unusual degree of responsibility because a heavy personal burden is placed on the Marine to ensure the successful accomplishment of assigned tasks. Combat Instructors, in particular, instill the core ethos that every Marine is a rifleman, sustain the Marine transformation, and prepare the Marine for success through their entry-level training continuum. The Marine Corps primarily seeks qualified volunteers to fill these billets based on available vacancies.

b. Highly Qualified-Screenable billets. Screenable billets that include challenging duties primarily associated with specific occupational fields. Marines who are assigned to or have successfully completed one of the billets should be considered "highly qualified." These billets require a high degree of maturity, leadership, judgment, and professionalism. They result in a significant impact on the integrity of the service and ensure the safeguarding of national assets. These billets include: Marine Corps Security Forces Guard (8152), SNCO Academy Faculty Advisor (0961) or Curriculum Developer, Formal Schools Instructor (0951), Marine Air-Ground Task Force Instructor (0981), I&I and Marines on Independent Duty, Congressional Fellowship Program, and duty with Marine Special Operations Command.

c. Higher Qualified-Screenable Billets. Additional-screenable billets or special programs outside of a Marine's primary skill that require additional screening. Marines who are assigned to or have successfully completed one of these billets should be considered "higher qualified than those without an SDA or highly qualified-screenable billets." These billets are typically voluntary and solicited annually by specific Naval messages throughout the year. These billets include: Equal Opportunity Advisor, SNCO Completion Program, International Affairs Program, Defense Attaché System Program, Martial Arts and Fitness Center of Excellence Instructor, Marine Corps Shooting Team Competitor, and Marine Corps Mounted Color Guard.

11. Adverse Material

a. When discussing your own personal knowledge concerning the professional qualifications of eligible Marines, the board is reminded that if personal remarks, based on a member's personal knowledge, could be considered "adverse," the member cannot discuss his or her personal knowledge or evaluation except to the extent such matter is contained in the Marine's official record or other material placed before the board in compliance with reference (a). In addition, should a Marine's record reveal the removal of a fitness report via the Performance Evaluation Review Board, Board for Correction of Naval Records, etc., the member may not discuss his or her personal

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knowledge regarding the circumstances that resulted in the removal of the report from the Marine's record, nor should any member conjecture or draw any inference as to the underlying circumstances involved.

b. Any documented incidents of misconduct or substandard performance within the past three years that are included in a Marine's official record must be briefed to all board members.

c. Any documented incidents of misconduct or substandard performance involving alcohol related incidents, illegal drugs, sexual assault, or sexual harassment that occurred from the rank of corporal or above and are included in a Marine's official military record must be briefed.

d. Based on the Marine's seniority and the time elapsed, the Board President may prescribe briefing requirements regarding documented incidents of misconduct or substandard performance that occurred outside these parameters.

e. Faced with many well-qualified Marines, there may be a tendency to simplify your task by summarily putting aside the records of Marines whose past records are less than perfect however, this falls short of your obligation. A judgment of the whole person and the whole record is required to determine whose future potential for promotion will best serve the Marine Corps. You may conclude that particular adverse information undermines a Marine's ability to serve successfully in a position of increased authority and responsibility, despite an otherwise outstanding record. On the other hand, you may find that a Marine's overall outstanding performance demonstrates such potential for future service that it outweighs any deficiency noted in the record. Some Marines will have learned from their mistakes in ways that make them stronger; others will have strengths that outweigh relative weaknesses in their records. Make the best, not simply the most obviously defensible, choices. By doing this, you will not only fulfill your obligation, but you will also better serve the Marine Corps.

12. Physical Qualifications. The official military personnel records provided to the selection board may include medical documents relevant to a Marine's physical qualifications. The board is advised that additional information in regard to a Marine's medical condition or physical qualification are not available for board member viewing. Further, the enlisted promotion system has no medical prerequisites for promotion. Marines who are otherwise qualified do not lose their eligibility for consideration due to hospitalization or Temporary Limited Duty as a result of wounds, injuries, pregnancy, or disease (to include mental disorders). The following exceptions to this policy apply:

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a. Enlisted Marines who have been approved for Permanent Limited Duty (PLD), who have less than 20 qualifying years of service for retirement and are retained in a PLD category to complete 20 years of qualifying service for retirement, are not eligible for selection consideration.

b. Combat wounded Marines who have been approved for retention in an Expanded Permanent Limited Duty (EPLD) status are eligible for selection consideration or promotion.

13. Additional Policy Considerations

a. Selection board members will familiarize themselves with Marine Corps policy on alcoholism and alcohol abuse as outlined in reference (i). The board will not deny selection opportunity to Marines diagnosed and successfully treated for alcoholism or alcohol abuse. However, the board will consider any misconduct or reduction in performance resulting from alcoholism or alcohol abuse when determining fitness for promotion.

b. Selection board members will familiarize themselves with Marine Corps policy concerning the distribution, possession, or use of illegal drugs. The detrimental effect of drug use in individual performance, leadership, and mission accomplishment is damaging not only to the Marine, but also to the Marine Corps as a whole. Disregard for disciplinary and organizational values will not be tolerated, and the board will consider such behavior when a Marine's potential is evaluated.

c. Selection board members will familiarize themselves with the Marine Corps policy on sexual assault as outlined in reference (j). Sexual assault is a crime that is incompatible with our core values and is an affront to the basic American principles we defend.

14. The following instructions concerning communications and information apply to the board proceedings:

a. Each of you (board president, members, recorders, and administrative support personnel) is responsible for maintaining the integrity and independence of this promotion selection board, and for fostering the careful consideration, without prejudice or partiality, of all eligible Marines.

b. You must pay particularly close attention to the rules governing communications with and among other board members, the information authorized to be provided to you, and the procedures you should follow if you believe that the integrity of this promotion selection board has been improperly affected.

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c. You may not receive, initiate, or participate in communications or discussions involving information precluded from consideration by a promotion selection board. You are to base your recommendations on the material in each Marine's military record, any information the Commandant of the Marine Corps has provided to the board, and any information about his or her own record communicated to you by individual eligible Marines in accordance with reference (a).

d. In your deliberations, you may discuss your own personal knowledge and evaluation of the professional qualifications of eligible Marines to the extent that such matters are not precluded by reference (a) from consideration or inclusion in a Marine's military personnel record. You may not discuss or disclose the opinion of any person not a member of any board concerning a Marine being considered unless that opinion is contained in material provided to the board in accordance with reference (a).

e. The Commandant of the Marine Corps, or his designee is the only person who may appear in person to address you on other than administrative matters. All communications with the board, other than those that are clearly administrative, must be in writing, given to each of you, and made part of the board's record. I have designated in writing those persons authorized to provide routine administrative information to you.

f. Before the report of the promotion selection board is signed, the recommendations and proceedings may be disclosed only to members of the board, recorders, and those administrative support personnel I have designated in writing. After you sign the board report and the public release has been made, only the recommendations of the board may be disclosed. Procedures and processes of the board may be discussed only in general terms. The disclosure of recommendations and proceedings of the board may not be disclosed to any person not a board member, board recorder, or administrative support personnel.

g. If at any time you believe that you cannot in good conscience perform your duties as a member of your respective board without prejudice or partiality, you have a duty to request relief by me from this duty. I will take for consideration any such request. If you believe that the integrity of your respective board's proceedings has been affected by improper influence of military or civilian authority, misconduct by the board president or a member, or any other reason, you have a duty to request from me relief from your obligation not to disclose board proceedings and, upon receiving it, to report the basis for your belief.

h. Upon the completion of board deliberations, you will, at a minimum, certify in your reports to me, that:

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(1) to the best of your knowledge, the board complied with the instructions provided in the precept and all other instructions provided by the administrative support personnel.

(2) you were not subject to or aware of any censure, reprimand, or admonishment about the recommendations of the board within the authorized discretion of the board.

(3) you were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations.

(4) you were not party to or aware of any attempt at unauthorized communications.

(5) to the best of your knowledge, the board carefully considered the records of each Marine whose name was furnished to the board.

(6) the Marines recommended for promotion are, in the opinion of the majority of the members of the board, fully qualified and best qualified to meet the needs of the Marine Corps among those Marines whose names were provided to the board.

(7) the Marines recommended for promotion, including those who had adverse information provided to the board, are, in the opinion of the majority of the members of the board, fully qualified and among the best qualified to meet the needs of the Marine Corps among those Marines whose names were provided to the board.

15. Prior to adjournment, the board must review the extent to which the expectations of this selection board guidance have been met.

16. The board president, board members, and board recorders shall sign the written report of the selection board. The report shall contain a list of the names of the Marines it recommends for promotion, upon completion of its proceedings, the selection board shall forward its report to the Director, Manpower Management Division.