

FY26 MSGT & MGYSGT SELECTION BOARD DEBRIEF



Headquarters, United States Marine Corps
Manpower Management Records and Performance,
Enlisted Career Analysis & Evaluation Unit (MMPB-24)
Quantico, VA



Purpose

After each Selection Board Process, a comprehensive debrief PowerPoint is created to provide Marines in the fleet force with direct access to the personal insight of board members in regards to what added value or took away from an individual Marine's Record. This is a vital tool that can be utilized to better understand and prepare for upcoming promotion selection boards. These responses are collected through an anonymous survey and reflect the personal opinions of the board members.



Overview

- Performance
- MOS Credibility
- Special Duty Assignment
- Training & Education
- Adversity
- Board Preparation
- Executive Summary
- Contact Information



FY26 MSgt Board Stats

- FY26 MSgt Board consisted of a total of 2,047 Marines
- Failed Selection 855 (42%) from both the above-zone/In in-zone
- Selection Rates by zone:

Zone	Total	Selected	Selection Rate
Above Zone	545	168	31%
In Zone	1159	681	59%
Below Zone	343	40	12%

- 76 (4%) of Marines were PME incomplete:

Zone	# PME Incomplete
Above	22
In	37
Below	17



FY26 MGySgt Board Stats

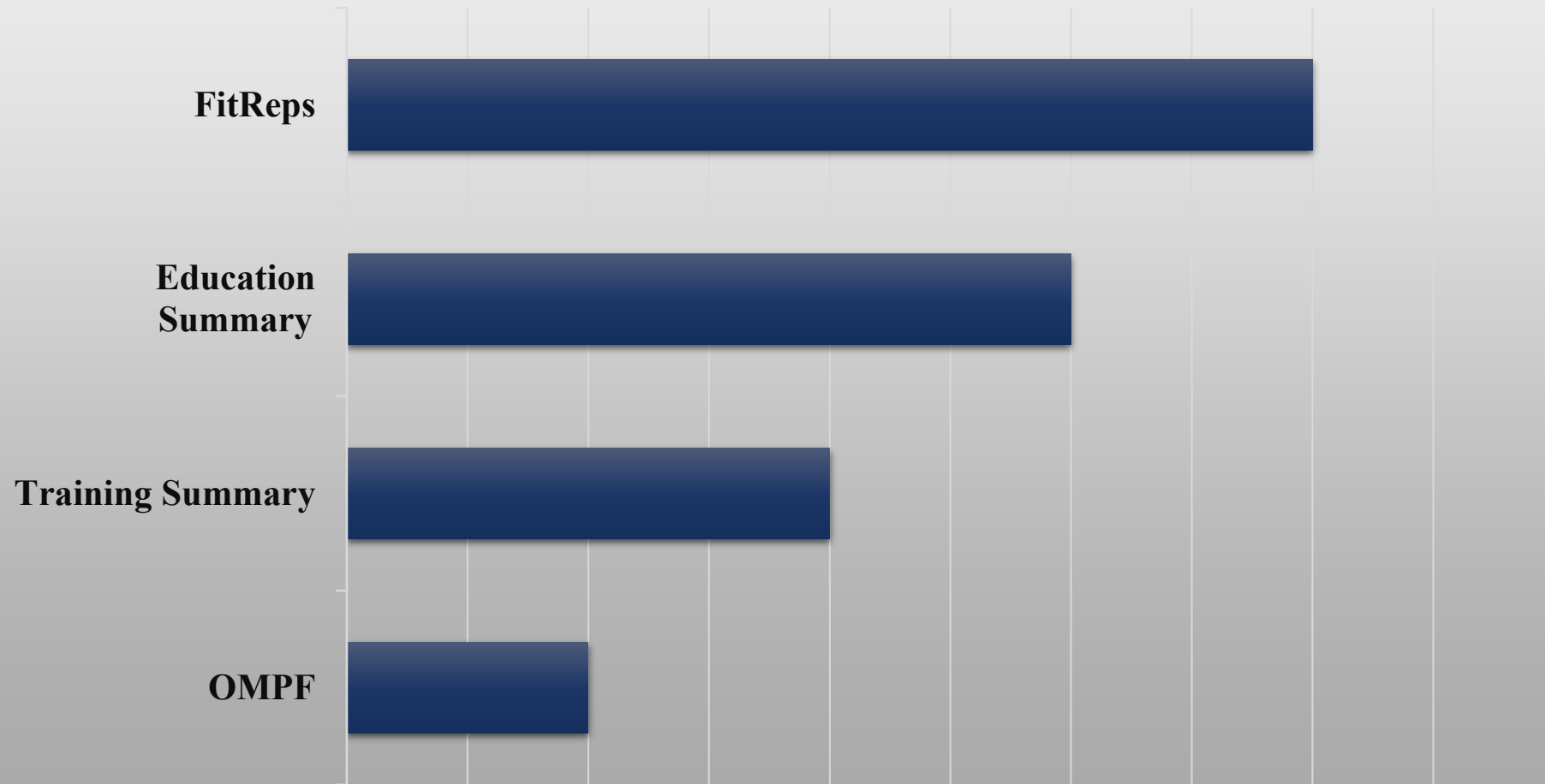
- FY26 MGySgt Board consisted of a total of 765 Marines
- Failed Selection 345 (45%) from both the Above zone and In zone
- Selection Rates by zone:

Zone	Total	Selected	Selection Rate
Above Zone	196	69	35%
In Zone	382	164	43%
Below Zone	187	24	12%



Performance

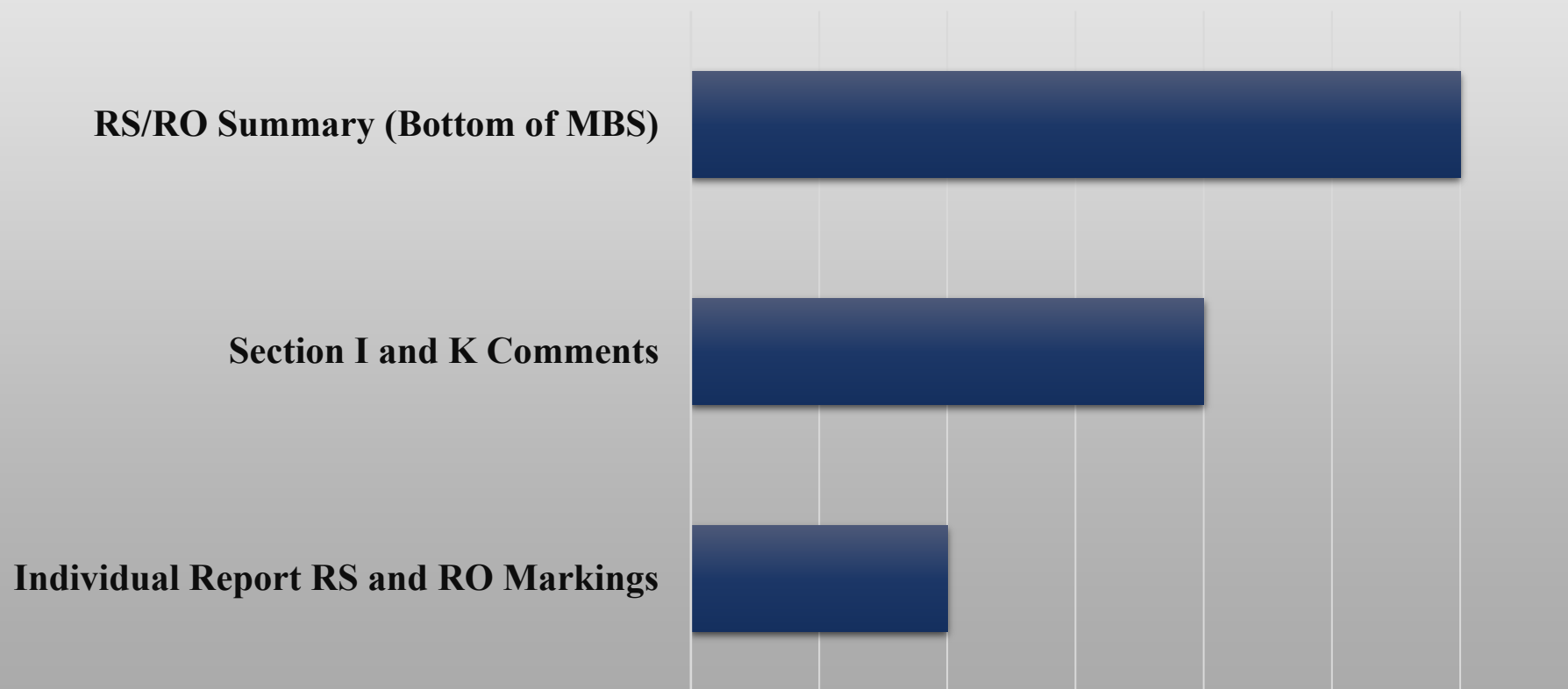
How would you rank these competitive factors?





Performance

When assessing a Marine's performance what was the most important to least important?





Performance

In what ways does a commendatory fitness report contribute to a Marine's record compared to a non-commendatory fitness report?

- The commendatory nature of a FitReps had no bearing on how I viewed an MRO's performance, primarily because commendatory materiel was often received from a previous unit.
- For me, a commendatory fitrep to weigh against the other Marine favorably, the commendatory material must be performance-based, based completely above their MOS ability, and have far-reaching impacts, such as touching joint or service level impacts, OR it must be an impact award for something not related to their scope of work.
- Little to no value. Too often, the commendatory report is from an award from a previous unit. Performance is key.
- Depending on the commendatory material, transfer awards for 3 years of daily actions are less than an award with valor for a single action.
- Commendatory reports did not factor with me unless they were major impact awards. End-of-tour awards were considered, but they were more noticeable when Marines did not receive them. Performance was king in my consideration.
- None.
- It really doesn't matter, looking at his total time in grade, so unless he has multiple with high marks to match.



Performance

In what ways does a commendatory fitness report contribute to a Marine's record compared to a non-commendatory fitness report? Continued...

- The actual marking of commendatory did not assist much. A large number of reports contained erroneous marking of that block. Reliance on the OMPF award documentation provided a better assessment.
- Not much, since it doesn't take much to trigger a commendatory FitRep.
- Depended on whether the commendatory was actually a part of that performance during that period, and what overall markings were for the total performance. Sometimes awards are given from previous commands and dated during the next reporting period, so they have to be addressed on a report that the performance wasn't done in.
- Did not have weight.
- Not much. The overall marking and profiles are more important.
- I found no value in a commendatory marking vs a report that did not have a marking. Awards were briefed as in grade or not, and that held the most weight when it came to awards.
- Exceptionally rare. The nature of the commendatory material (occasion, actions warranting recognition, and source of recognition) may have value if it is directly related to the MOS or highlights the technical acumen of the MRO.



Performance

In what ways does a commendatory fitness report contribute to a Marine's record compared to a non-commendatory fitness report? Continued...

- It shows a Marine was recognized for their performance; however, oftentimes the Marine is receiving an award for something they did at a previous command and not during the reporting period. I don't give much weight to whether a report is commendatory or not; it will show in their Fitrep markings.
- It didn't contribute when looking at each FitRep, where it contributed was in the Personal Awards tab within DBR, so the briefer can call out impact awards in grade that break the Marine out from their peers.
- The context is the most important part. A FitRep marked commendatory due to a previous unit's end-of-tour award is not significant to that individual FitRep. A commendatory FitRep is decisive when a specific impact occurs, typically through an impact award is most critical. Certificates of Commendation as an SNCO are not impactful; at this level, this content should be integrated into awards.
- Highlights awards received during that reporting period and increases the merit of the MRO.
- It has very little impact on my assessment.



Performance

When reading section I and K comments, what types of comments added value to the Marine?

- Speaking to MRO's technical expertise, value to unit/section, and RS/RO recommendation for promotion (i.e., Recommended, Strongly Recommended, Highly recommended, Enthusiastically recommended, etc.)
- What adds tremendous value is when the RS or RO speaks directly to the briefer in their comments, giving the BLUF up front. If a Colonel says they need to be a 6, then the first impression I'm looking at is "why not" instead of trying to find the "why they should be."
- Promote this Marine now. The best Marine that I have served with in (years). I highly recommend this Marine for (rank) ahead of his peers.
- Depends on the rank of the RS and their profile depth, young RS without an average little weight and tend to view RO marks and comments. Field grades without an average likely explain where MRO will end up with a callout to the board, and are weighed heavily.
- Promote ahead of peers. Promote now. Briefer hit 6 and move on. Best I have ever served with in XXX years of service.
- Promote ahead of peers. Brief this Marine as a 6. Promote now!
- Comments that talk to how he compares to his peers: promote with peers, promote ahead of peers, Promote this Marine Now. RS/Ros that have a profile that also rates them in the top 5%, top third, or average with Marines of this grade.
- Comments like: highest recommendation for retention and promotion, MRO is already filling a MSgt/MGySgt billet.



Performance

When reading section I and K comments, what types of comments added value to the Marine? Continued...

- Comments that speak directly to the board members and highlight their performance, ability to perform at the next rank, and ideal future billet (based on observed potential and merit).
- When the RS/RO recommends a grading, i.e., recommends a 6. Also, promote ahead of peers or a must for promotion.
- Comments that identified actual accomplishments/impacts were greatly appreciated vice overarching comments. These allowed the ability to break out Marines in niche communities.
- Any comments that allowed the briefer to understand how SNM fits amongst peers. Comments like highly recommend, recommend, would be a great XXX didn't help much or even at all if the RS/RO markings did not fit the description.
- Best Marine in my profile. Promote now, a must for selection. The profile is very competitive, do not look at marks, look at comments (if the comments are good).
- Promote now. Outperforms all peers regardless of MOS. Top (Rank) I've worked with. Board member brief as a 6.
- Painting the picture of strong performers. Comments to describe MRO's contributions to the mission and MRO's capabilities. Using unique comments is helpful as well. A short explanation of the mismatch in markings and comments is helpful.
- Unique verbiage stuck with you, but it also had to match the report's values and the Marine's overall performance picture.



Performance

When reading section I and K comments, what types of comments added value to the Marine? Continued...

- Comments that illustrate the characteristics of the MRO. (What makes this Marine special?. Comments that explain the impact of the MRO's accomplishments or explain the significance of the MRO's capabilities. (Why were their actions significant? Can all 0372s juggle cotton balls in a hurricane, or is this a skill unique to this MRO?
- Briefer: Promote MRO Now! MRO is in the top 5% of all Marines I've observed at this rank. MRO is outperforming its peers in a competitive profile. Do not pay attention to my RV and focus on the word picture. I have a very competitive profile and have served with many high-performing SNCOs. This Marine will continue to make lasting impacts wherever they're serving. Give them your hardest problems.
- Brief as a 6! Best GySgt/MSgt I have served with or top 10%, etc. If you can select only one, this is the Marine.
- Promote ahead of peers. Brief as a 6. Promote now. Any content that begins with Briefer: (direct, clear communication to the briefer - this is the expanded purpose of the FITREP - be direct and concise - state your main point and summary in the last sentence) (The first sentence and last sentence are the most critical).
- When comments do in fact match the markings. Listing the Marine is top X% of Marines worked with, especially if profiles are robust.



Performance

When reading section I and K comments, what types of comments took away from the Marine's competitiveness?

- Statements that do not speak to MRO's technical expertise, added value to the unit, or ability to train subordinates.
- The excessive use of "retain this Marine" does absolutely nothing. Retention is taken care of during reenlistment packages. More focus needs to be on the Marines' ability to perform and effect change.
- Promote with peers. Recommend for promotion.
- When comments did not match markings. Repetitive/duplicate comments from the same RS/RO on multiple reports.
- Promote with peers/contemporaries, or completed tasks with little supervision.
- Promote. Promote with peers. Retain and promote on time. Performs duties as required.
- Omitting the promotion recommendation comment altogether. Promote at the needs of the Marine Corps. Promote.
- Promote with peers, average Marine, gets tasks done when assigned, can be counted on to complete tasks when assigned.
- Comments that were generic or bland - the kind you see repeated across multiple FITREPs. More description and creativity in the comments typically were better for the Marine.
- Promote with peers or contemporaries.
- Comments that indicate that the Marine is stagnant, non-progressive, or simply "treading water".
- Comments like promote with peers. Some RS and RO did a great job spelling out how quantifiable data fit the overall value.



Performance

When reading section I and K comments, what types of comments took away from the Marine's competitiveness? Continued...

- Promote with peers. Marine has potential. Just retain and promote.
- Promote with peers. Strong recommendation for promotion.
- Recommend for promotion; promote at the need of services; promote behind peers. MRO handles day-to-day tasks at a satisfactory level. MRO is committed to achieving his or her educational goal. MRO is a Senior SNCO and performs well without supervision.
- Short and bland section I and K comments, without a promotion commend, clearly conveyed to the board that we should have caution when selecting this Marine.
- Comments that restated billet accomplishments without explaining the significance or challenge associated with them.
- Retain and promote. MRO performs all its duties competently with little supervision. MRO performed admirably and will continue to grow.
- Promote with peers/contemporaries. Promote when able. Can complete normal tasks.
- Promote with peers.
- Performed to standard (indicates a 3)Promote with peers (indicates a 4)(Meandering RS and RO comments harm a Marines competitiveness - be concise and direct - write for board to make an informed decision - compact content is better than quantity - if you have a lot to write - put it into an Impact award and move out to get the Marine promoted).



Performance

Which area did you rely on more to paint the overall picture, the Marine's relative value or section I & K comments?

- Both hold equal value until or unless there is a disparity between remarks and markings. I then leaned heavily on markings.
- The Marine's RV was more important unless that Marine is in a very competitive area, such as DI, recruiting, etc. It helped with the RS or RO stated that they know this Marine is competing against the best.
- I & K comments were key to describing the Marine and paint that word picture.
- Relative value first, then comments to amplify the markings.
- I compared the RV with comments to make sure they matched. There would often be great comments "ahead of peers" in earlier reports of a junior RS that didn't survive over time, and now MROW is a 90 after 5-10 more reports
- Relative value first, then Section I and K comments to verify or see if marks and comments match or break the Marine out.
- The Marine's relative value.
- Both should talk to each other and be similar in ranking and comments.
- RS/RO comments; MRO Billets.
- It is a combination of both, but the relative value markings held a higher weight for me personally. Both need to be taken into account, though.
- The Marine's relative value always provided me with the best picture to evaluate the Marine.



Performance

Which area did you rely on more to paint the overall picture, the Marine's relative value or section I & K comments? Continued...

- They should be complementary to each other. However, there were a lot of reports that the word picture was drastically different from the RV (both positive and negative in nature). Emphasis on RS/RO understanding of RV, both at processing and through time, needs to be reinforced both upfront in service accessions/commissioning and throughout time.
- RO values: Where was the average number of Marines per report, and where was that Marine at the time? Is it trending positively or negatively? RS values. Is the report above the average? How many people did RS report on, etc?
- More so, the comments but always reviewed and tried to compare the RV.
- Both. However, when the trend is consistent, and no time to read all, the relative value will be default.
- About the same for both comments and markings. Comments had greater value in reports from RSs and ROs with tight profiles or MOS-mismatched profiles. RV had greater value in reports from within the community or when the RS or RO couldn't effectively communicate with words.
- RV will show a trend over a Marine's career; however, I relied on section I & K comments to reveal anomalies and bring greater fidelity to a Marine's true character.
- Both, but it was very frustrating when the relative value didn't make the comments. Marines with relative values that matched the section I & K comments were much easier to brief and break out.
- Both are important. Comments with a small profile are critical.



Performance

How is it viewed when the RS places a Marine in the Lower third (80-86.66) and RO grades the same Marine at the top of their profile (in the 7 or 8 block)? In your opinion, which held more weight, the RS or the RO and why?

- The weight was given to the RS, primarily because the RO often has minimal engagement with the MRO, or the RO had a small profile.
- Depending on the profile being looked at. A young Lieutenant (RS) who puts a Marine in the lower third may not know much, but an RO that has a developed profile will be viewed more favorably. On the flip side, if there is a Capt-LtCol who is the RS and has a robust profile against an RO that has a small profile, weight would be given to the RS vice the RO.
- It looked like the RS didn't like the Marine. The RO held more weight.
- Even though the RS should have that direct supervision, the RO markings weighed more. When viewing all FITREPS at once, RO markings jump out immediately. RS markings are there, but you have to look for them.
- I consider the grade of the reviewers. After reviewing the comments from both to see whose comments more closely match the marks, I will typically go with whichever is closer. If both marks/comments from RS & RO match, then I lean towards the larger profile, then the RO.
- RO. Because in theory, the RO has more experience and sees the whole picture of the Marine. It does not help having Wos and 2ndLt and 1stLts that do not have profiles, but not sure how to get around that. 8 blocks are a huge deal to me unless the RO has saturated his/her 8 blocks. This was rare, but it did happen.
- It doesn't matter much because it all balances out in the MRO's RV.



Performance

How is it viewed when the RS places a Marine in the Lower third (80-86.66) and RO grades the same Marine at the top of their profile (in the 7 or 8 block)? In your opinion, which held more weight, the RS or the RO and why? Continued...

- Depends, immature RS/RO profiles paint a picture of someone new at FITREPs and not trying to skew their numbers. If it's a developed RS/RO profile, then I will weigh the person with more experience/rank.
- Equal.
- The RO marks typically hold slightly more since they are typically more straightforward. However, the RS marks usually reflect greater direct observation of the MRO and can be more descriptive of the Marines' traits and how they rank against others.
- The RS's profile always provided the best picture unless the Marine was being evaluated during Recruiting Duty.
- The majority of the time, the RO comments appeared to ring true with the overall comments/performance throughout that Marine's career/in grade. There appeared to be more depth in the RO profile / increased observation experience.
- I feel that the RS is how the current command feels toward the Marine, and the RO is how the Marine values the Marine over a period of time when reviewing the summaries.
- Depended on the rank of the RO and their comments. If they were bn CO's, I took those over the RS if the RS was young.
- This requires more review of how many reports the RS has written. Both are important and depend on the profiles.



Performance

How is it viewed when the RS places a Marine in the Lower third (80-86.66) and RO grades the same Marine at the top of their profile (in the 7 or 8 block)? In your opinion, which held more weight, the RS or the RO and why? Continued...

- Experience between the RS and the RO. If RS has a small profile, and the RO has an established profile, the RO marks will carry more weight. If all equals, the RS grading holds more weight because RS should have direct interaction with the MRO.
- I found it dependent on the grades and billets of the officers to effectively, somewhat, decipher that mess. I also believe that there are cases where the Marine is more valuable to one officer over the other. The correct officer must write on the Marine. I have been written on by an RS that had zero interaction with me, or my work, and my RO was the officer who did. My RO should have been my RS.
- Same weight, but RO has greater relevance to the board. RS comments and markings should be confined to what the MRO did during the reporting period. RO goes beyond that to include marking and commenting on the potential of the MRO for future service.
- Depends on the rank of the RS and RO. If the RS is a junior 1stLt or Capt with small profiles, I would give more weight to the RO who has more established profiles.
- Depends on how mature their profiles are, usually the RO's profiles are deeper and stand out more, especially when the RO was a Col or above.
- The RO holds more weight. Full stop. The more senior an RO, the more significant. Marines competing for E9 should have an O-5 RO if at all possible. RO comments from an O-6 and above are very significant.



Performance

Did you consider the size of an RS/RO's profile when voting? (Seasoned profile vs New profile)

- Yes. Larger profiles were given more weight, specifically, when regarding an RO's markings.
- Yes, the size of an RS/RO profile was a factor when voting.
- Only if it was an immature profile.
- Absolutely. Also, the RO was not a Marine, played a part in the overall assessment. Generally, not all Marine markings are inflated.
- Yes, absolutely. A large RS profile (50+) will outweigh an RO with (5).
- Seasoned profiles (that have matching comments/ranking) are weighed more heavily than someone with a new profile. However, the content markings/comments can paint a picture of someone skilled at writing early or seasoned and not skilled.
- Yes, you should always take the size of the profile into account.
- Depends on the content - if there are measurable performance metrics in the comments to support the RV, this gives significant context in comparison to profiles with greater depth.
- Yes, but I was still moved by compelling remarks, RS or ROs who took the time and wrote to the board. That made up for the immature profiles.
- Yes, sometimes young RSs are still building their profile. That's where I looked at the comments and tried to gauge the performance.



Performance

Did you consider the size of an RS/RO's profile when voting? (Seasoned profile vs New profile) Continued...

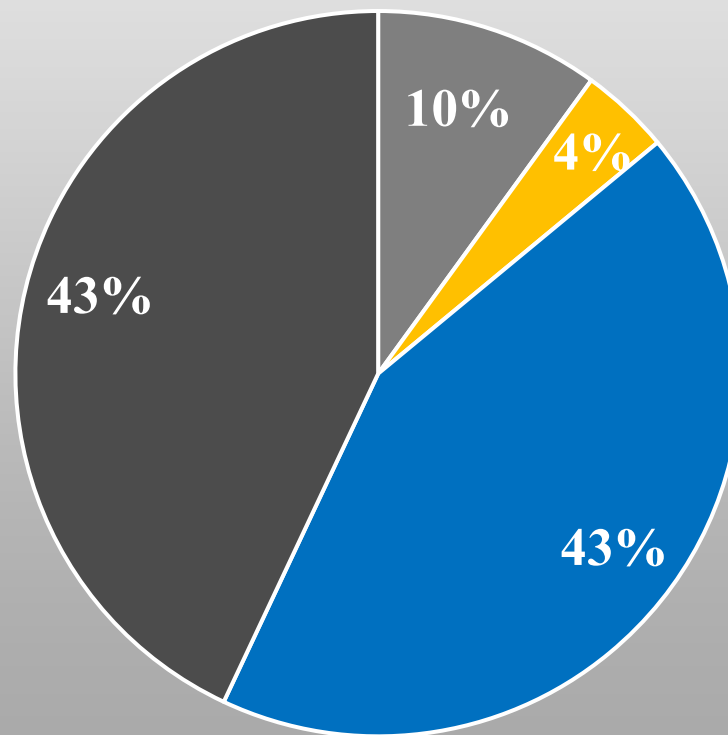
- Yes. Seasoned profiles always are weighted higher, good and bad. Strong and favorable section I and K comments will be considered heavily if no established profile.
- Profiles where the RS wrote on two separate Marines had value because it separated the two peers. The RS profiles that showed only the one Marine was written on three times had no value at all, but unfortunately, still affected the RS/RO summary and required deciphering. Low RO profiles were less impactful because Marines are graded in single categories, and it is very specific; Marines are either graded in the "Exceptionally Qualified Marines" six block, or they are in the "Professionals who form the majority of this grade" three or four block, and that really says something and makes it easy to know where this Marine really lands. Nothing is perfect, though.
- Yes. Immature profiles require a greater emphasis on comments over markings. Seasoned profiles require a subtle discernment based on the volume of Marines in their profile.
- I would routinely call out RS/RO profiles when briefing.
- Yes, seasoned profiles mean more when they break someone out.
- Yes, a larger profile is better.
- Yes (X5).



Performance

When a Marine received three reports from the same RS who had a small profile and the Marine was the 80, 90, and 100 RV or lower third, middle third, or upper third, how did you view/interpret the Marine's performance on that RS's profile?

- ☐ RS Summary (bottom of MBS) mattered most
- ☐ Average
- ☐ If the higher report was most recent, then above average
- ☐ The most recent report canceled out the others regardless of value





Performance

How is it viewed when the RS/RO comments did not match the relative value/comparative assessment?

- It was difficult to give a fair assessment of the MRO against its peers. When marks were low, but comments were high praise, weight was given to the marks. When comments were mediocre, but marks were high, the weight went to the marks. There is not much time to easily discern which should be given appropriate consideration.
- If the RS/RO comments didn't match the relative value, then the relative value was taken as the face value because a Marine can write on someone very well, but the number reflects the actual thought of that RS/RO.
- I viewed it as the RS/RO needed a FitRep class.
- Makes it difficult to capture what to focus on to provide an overall brief marking. This is probably the most common issue.
- Consideration was paid to when the report was written, 2 of 15. I would use the cumulative RV.
- Confused the situation. I gave the benefit of the doubt to the Marine in most cases. but the overall assessment was that RS/RO hurt the report more than they helped it.
- I weighted the RV the most.
- Tends to imply an RS/RO who either doesn't know how to manage their RVs or is too focused on it. If a Marine is that good or bad, place them accordingly.
- Not negative, RS/RO comments would help paint the picture.



Performance

How is it viewed when the RS/RO comments did not match the relative value/comparative assessment? Continued...

- It is confusing to the briefer and calls into question the RS or RO's management of their FITREP profile. A few of the FITREPs I reviewed made me wonder if the RS had a handle on how the marking works and the need to manage their profile to ensure the MRO receives the performance marks they intended to give them, and that they fall out in the appropriate third.
- It became confusing when the relative value/comparative assessment did not match, and it left the board member to come up with their own conclusion on the difference.
- Made it difficult to grade the Marine.
- The RS/RO didn't take the time to review that Marine holistically. Essentially, the growth or continuous growth of that Marine was not important.
- That they didn't understand what they were doing if they didn't explain it in their comments. Many RS/ROs would explain if it didn't match, which helped. Those that didn't usually, I used other reports to help build the picture.
- I did not let it affect my overall assessment and gave the Marine the benefit of the doubt.
- It does not help the Marines. The relative value/comparative assessment will hold more weight.



Performance

How is it viewed when the RS/RO comments did not match the relative value/comparative assessment? Continued...

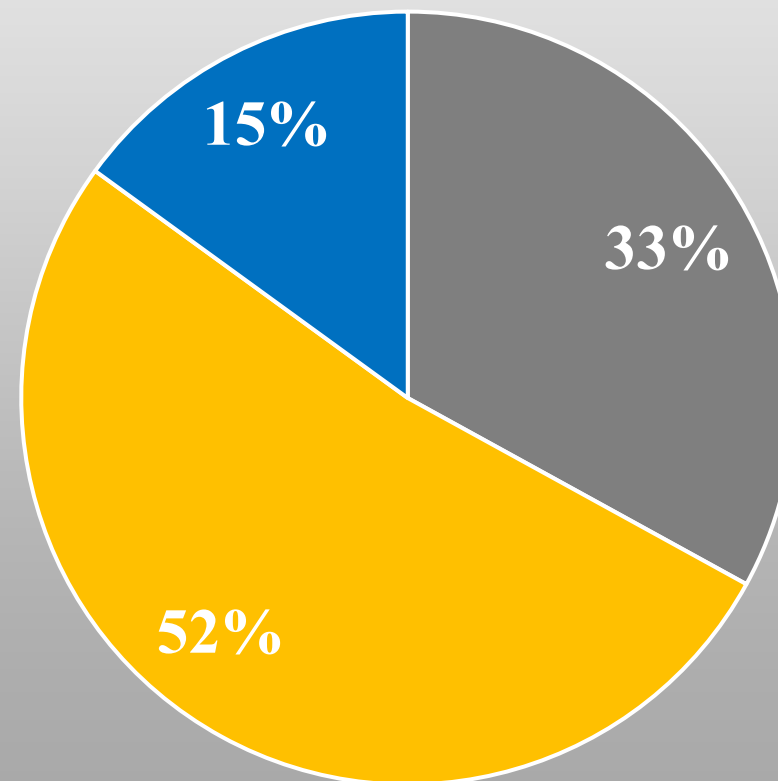
- When comments did not match the values, I put more weight on the values. This is because:
1. The PES does not allow RS/ROs to write negative verbiage without making the report adverse, and 2. 99% of every section I and K read said the Marine was great, awesome, amazing, and promote now - ahead of peers! These same great comments over and over become diminishing and force me to look at the "values" you gave the Marine - even if you told me not to. This is why grading Marines to the word pictures inside the fitness report across the categories is so important. RSs, don't play with letters to place a Marine into a specific area of your profile. Develop standards and lines in the sand to grade Marines on, hold firmly, and don't change them.
- Interpretation would vary based on the profile size and the comments. Immature profiles would have comments reviewed with greater emphasis.
- An inexperienced RS who is mismanaging their profile or a lazy RO who is "copy and pasting" without giving due diligence to where that Marine falls in their profile.
- Terribly, it is really hard to understand what the RS/RO is trying to convey when they don't match. The RS/RO lacks moral courage or lacks competence with writing FITREPs. Both impede the board from selecting the most qualified Marines for promotion.



Performance

How important was a promotion recommendation from the Reporting Senior and Reviewing Officer (Section I and K)?

- Added significant value to the report
- Must be amplified, promote with peers, means nothing
- Most were rubberstamped and added no value





Performance

Did the length of the fitness report affect how you viewed the report, i.e., did a 12-month report hold the same weight as a 4-month report?

- Yes. A report over a longer period generally held more value - especially when the longer report gave high marks.
- Yes. Unfortunately, not everyone gets an RS or RO that will be there consistently. They weighed the same as long as the RS/RO also graded the same.
- Only if there was adversity in grade.
- As long as the Marine performed, the length did not play a major factor. If the reports were shorter, then more reports were reviewed to capture the overall picture of the Marines' performance.
- Not really. Relative value does not distinguish between a 4-month versus a 12-month report, and RV is the most important factor.
- Yes, as it shows sustained effort and work, vice a quick snapshot during a limited time. Especially as some RS/ROs barely see and interact with Marines on a regular basis.
- Yes.
- Absolutely.
- Length only becomes a problem if there are multiple non-observed reports.
- Yes, especially when the relative values change between the reports.
- There is no time to do the math, to give or reduce the weight of reports during a three-minute brief. I didn't even look at it for this reason.



Performance

Did the length of the fitness report affect how you viewed the report, i.e., did a 12-month report hold the same weight as a 4-month report? Continued...

- Depends on the accomplishments within the reporting period. If significant, they add value. If not, then it detracts.
- Yes, but not all the time. Good or caring RS and ROs who took the time and made the effort to speak to the board through those types of FITREPS were heard by me.
- Usually, that did not matter so much if the performance was captured properly.
- Length rarely mattered. Accomplishments, markings, and comments can be just as impactful with key events in 4 months as a slow-burning 12-month report.
- A longer report held more weight than a shorter one.
- No, not really. Especially if the Marine maintained the same RS and/or RO after that 4-month report.
- Yes, long reports are better.
- Yes and no.
- Depends on the I/K comments. "MRO can juggle cotton-balls in a hurricane" in a 2-month report is better than a standard 12-month report with "a motivated leader who possesses the critical knowledge..."
- Not unless it was a welcome aboard 80 report for 4 months and the next report was a 12-month 94 or higher.



Performance

**Is the RS/RO summary displayed on the bottom of the MBS
a good predictor of who will get selected?**

- It is dependent on the briefer. I gave considerable weight to the Cumulative RS/RO markings in grade over cumulative for career as an indicator of MRO's most recent performance. If MRO had a less-than-stellar showing as a Sgt and/or SSgt, but had superlative performance as a GySgt, I did not view their previous performance as negative.
- It is about an 80% predictor.
- Like everything else, it helped.
- Generally, this is a starting point, but there will always be outliers. Especially then RS/RO comments provide clarity and paint the picture of the Marine. Raw data can only capture so much.
- Half the time.
- In most cases, yes. but billet and time in or away from primary MOS held weight as well.
- Yes, of course.
- I think it really helps as it shows what the Marines' average performance is at each rank. What can be unfair is that some Marines are getting a lot of short FITREPs while others are getting few longer FITREPs.
- No.
- Usually, yes.



Performance

Is the RS/RO summary displayed on the bottom of the MBS a good predictor of who will get selected? Continued...

- Yes
- It helps to identify patterns of performance, but is not a sole determining factor.
- Yes, it gave me, as the briefer, a good idea of what kind of Marine holistically I was dealing with.
- No, I took the in-grade performance higher than the summary at the bottom. Yes, it's good to see consistency and growth over the career, but at the same time, I'm looking at what's going on in grade.
- Yes, it can be.
- No. It is only one of many factors.
- Absolutely!
- No. It is a so-so predictor of who won't get selected. A poor RS/RO summary is a strong indicator of other factors within a Marine's profile that would reduce their competitiveness.
- Yes, it is an excellent indicator, but NOT full proof. Doesn't take into account higher-level billets with tough competition or more demanding billets such as SDAs.
- Yes, the majority of the time. There are, of course, certain instances where Marines get broken out by their comments.
- Yes, but it doesn't always tell the full story. A deeper level of analysis is required.



Performance

Which area did you rely on more when evaluating a Marines RS/RO summary, in grade or total percentages?

- In grade.
- In grade is the most important unless the RS/RO has an immature profile or not many FITREPs to go off of. Then the previous grade is used as an indicator of whether that Marine shows sustained performance.
- In grade.
- Both. RS in grade was the baseline, then cumulative for RO, which showed whether the Marines' reports aged well or not. This is a good indicator of sustained performance.
- In grade, consideration was paid to the whole Marine concept, so it was looked at. Many Marines who are on SDA in grade, the total was used to ensure some form of MOS proficiency was provided if selected.
- In grade in most cases. Recruiting duty reports (and some drill instructor reports) typically hurt a Marines summary and actually gave an unfair advantage to Marines that were not made to perform a "B" Billet. I overlooked those reports unless someone was relieved of duty. I recommended that the Marine Corps find a way to make those reports pass or fail and be figured into a Marine's profile that is positive unless they were relieved of duty.
- In grade and total percentages.
- I am comparing both how they are currently doing and how they are performing overall. As we move up in rank, we need Marines who can perform consistently and not just randomly at different times or specific billets.
- Both, in grade and total.



Performance

Which area did you rely on more when evaluating a Marines RS/RO summary, in grade or total percentages? Continued...

- First In-grade for the MRO's current rank and then in totality of their career. There were solid Marines who got promoted who had prior low rankings and adversity, so their performance "in-grade" must be considered. We do not have a "zero defect" mentality for promotion consideration.
- In grade provided the best summary.
- In grade, both at processing and cumulative, as it showcases the "weight" of the reports through time.
- Combination of all.
- In grade (X2).
- Both. The RS/RO's relative values vary, so in grade and total percentage are considered.
- This board focused on the in-grade at processing RS, cumulative RS career total, in-grade cumulative RO, and cumulative RO career total percentages. I agree that focusing on these specific percentages gave the best snapshot picture of the Marines in grade and over their career.
- In grade when possible. Many Marines lacked a robust in-grade summary, so the previous rank's summary would be used instead.
- In grade marks were always the tie breaker.
- I absolutely relied on in grade, but if there is a history of stellar performance that helped, especially if they had a small number of FitReps in grade.
- Both are important. The Cumulative RO values are especially helpful.



MOS Credibility

How can a Marine show or capture MOS credibility?

- Ensure all MOS-related or enhancing schools (CIV or MIL) are captured and uploaded to their OMPF.
- By completing the requirements per the SMART card.
- Ensure that AMOSs are in the MBS.
- MOS-centric PME/additional training.
- Do your job and be great at it. Some SDAs are more directly related to your MOS, ie, 0369/0321 at SOI, but a DI tour, then AMOI, and only having 2 of the last 8 years in your very technical maintenance field doesn't show MOS credibility.
- His/her billet performance block on the fitrep and section I and K comments.
- Holding billets within primary MOS and RS/RO talking about his performance in primary MOS.
- Performance in key billets, training courses/PME completed, school attendance and graduation (honor grad selection), deployment experience, comments stating technical proficiency or expertise from the RS or RO, AMOS received by the MRO.
- The Marine can capture their MOS credibility by attending higher-level schooling/courses located on the SMART card.
- Consistent performance at key billets and proper codification within the OMPF/FitReps.
- Be in the fleet or billet doing the actual MOS and have recent PME for the MOS, not 5 years ago.



MOS Credibility

How can a Marine show or capture MOS credibility? Continued...

- RS and RO comments as well as military education summary.
- RS marking and comments. MOS enhancement training and diversity in billets and the scope of responsibility.
- Perform in a billet title associated with your PMOS. We understand that someone has to be the Squadron Gunny, and at some point, you need to go to an SDA or 8411 screenable billet, but don't make it a habit. Stand up for yourself and ensure your leaders are doing the same for your credibility.
- 1.) MOS-specific courses that register on the MBS. 2.) Additional MOSs adjacent/related to the PMOS.
- Perform in your MOS in the fleet. Be cautious of too much time outside (i.e., two tours on an SDA or back-to-back schoolhouse tours).
- They capture MOS credibility by the billets they hold and by taking the recommended MOS courses from the smart cards.
- Progression and value.
- Fitreps.
- Time in grade serving in the PMOS is critical (minimum of 24 months). Marines coming back to their PMOS should surge PMOS training and education, and ensure good RS/RO comments that emphasize their technical competence. PMOS Education and RS/RO comments that speak to technical competence. An academic degree relevant to the Marine's PMOS is also useful.



MOS Credibility

How was it viewed when the RS/RO recommended the opposite rank than the status chosen by the MRO?

- The MRO was reviewed based on its performance and MOS credibility.
- For those looking to pin on Master Sergeant, it was looked at negatively. There were reports that a Marine clearly set themselves up for 1stSgt but neglected their MOS progression, hampering their chances of getting selected based on this, even with a good RS/RO profile. The key is to be multifaceted and still train in your MOS.
- In some MOS's it hurt due to the report being poised to a different rank.
- No factor. This is a wasted directed comment. Board member already knows which direction the Marine is trying to go based on F or M marking and billets held.
- It shows the desire of the MRO, but the ground truth of what the MRO is more likely capable of. Also shows a bad relationship/lack of communication/truth-telling between the two.
- In most cases, it did not matter. In the few that it did, the Marines typically were dodging the fleet or doubling down on drill instructor duty (anything to be away from their primary MOS).
- Not good and implies a disconnect between MROW and RS/RO. Either a lack of communication on the MROW's goals, or leadership not counseling them on what they would be better at within the Marine Corps.



MOS Credibility

How was it viewed when the RS/RO recommended the opposite rank than the status chosen by the MRO? Continued...

- When preparing packages, I viewed this as a possible negative since the MRO may have been recommended or requested 1st Sgt but was not selected and was screened for MSgt. One promotion board had already passed them over, potentially, and I wanted to know why. However, in many cases, the MRO was competitive for both ranks and may have a personal preference for 1stSgt (to lead outside of their MOS) but also be highly qualified for MSgt. Due to the nature of the MRO's experience and competitiveness, all aspects needed to be considered.
- It didn't affect my decision, as their comments about MOS credibility and leadership allowed me to properly recommend a grade.
- The majority of times that this was encountered, the RS recommendation fell in line with documented performance, rather desire of the Marine.
- The board process with this was confusing to me. If a Marine wanted to be a 1stSgt and all the RS and ROs wanted him to be a 1stSgt, why even brief him? However, I can see that when an RS or RO saw the value of a very credible Marine to stay a SME, it was compelling to dig.
- I didn't look at the too much when it happened. I still looked at performance overall.
- Not considered heavily. MRO's performance is the most important factor.



MOS Credibility

How was it viewed when the RS/RO recommended the opposite rank than the status chosen by the MRO? Continued...

- It did not matter. Either you were picked up by the 1stSgt board, or you were not. I evaluated your technical ability to continue service in your PMOS regardless of an “F” marking or recommendation. Always perform in your PMOS, or you might not get promoted in either direction.
- Neutral. Too many variables could cause M/F recommendations to be desynchronized. The M/F recommendation construct in its current form is counterproductive. The M/F/B construct mentioned by SMMC would fix conflicting recommendations.
- Negatively, without proper amplification.
- Didn't matter too much on this board because we were only selecting MSgt/MGySgts.
- They haven't had an in-depth conversation with one another about their Marine. The RS/RO are probably waiting until the last minute to take care of their FitReps responsibilities.
- I never saw that.
- It did not affect my opinion, unless the Marines' FitRep is weak.
- Positive.



MOS Credibility

How did you view MOS credibility in terms of competitiveness?

- In some instances, an MRO did not have an MOS experience for 5 or more years, which significantly impacted their final recommended score.
- MOS credibility was of the utmost importance to be competitive. If a Marine is outside of their MOS for back to back to back tours doing things that are important but not within their MOS, it was weighed against them.
- If they maxed out their MOS credibility, it was viewed as a plus.
- Bloom where planted was mentioned over and over again, but it did have some impact. Might have a .5 to 1 point impact on the more competitive or technical MOSs.
- Weighed it heavily.
- Bloom where you are planted in most cases, but Marines must spend adequate time in their MOS with challenging billets to be fully qualified to be a MSgt or MGySgt.
- It's important, but there's not enough time during the brief and the board members don't have the background to know which Marines have the most MOS credibility.
- For MSgt/MGySgt, it is very important as that is what is required for the rank. Anyone can apply for DI/Recruiting or 1stSgt. Only those skilled with credibility in their MOS should get promoted within their MOS.
- MOS credibility matters for MSgt/MGySgt promotion.
- For the MGySgt and MSgt it mattered immensely. The most qualified technical experts were selected for promotion.



MOS Credibility

How did you view MOS credibility in terms of competitiveness? Continued...

- High. As a MGySgt, we want the best SME.
- Highly looked upon as a requirement from me. It usually puts them above others with less.
- It was an important factor.
- MRO's performance is the most important factor. Diversity in experience holds weight and is also a strong indication of excelling outside of comfort zones.
- It is too difficult and not enough time to rack and stack "credibility" to further associate it with "competitiveness". Performance visuals are King!.
- MOS credibility had a high value by default, but consideration was given to performance outside of MOS with the understanding that Marines must thrive where planted.
- MOS credibility for the ranks of MSgt and MGySgt is not just key; they are required.
- It matters.
- The credibility of a Marine in their MOS was significant on this promotion board as they are being selected as subject matter experts for their field.
- MOS credibility is vital for selection to MSgt / MGySgt.
- Absolutely critical to promotion to MSgt and MGySgt. If a Marine is tailoring their career to be competitive for 1stSgt, it is obvious (multiple Drill Instructor tours), and it hurts their competitiveness for MSgt. All Marines should strive to be masters of their PMOS first. Marines who are aspiring to be 1stSgts should put M, but communicate to their RS/RO about good 1stSgt comments, then strike hard to compete for F after 2 years TIG. Shaping for 1stSgt too early results in a "luke warm" Marine who is not fully proficient in their PMOS.



MOS Credibility

How impactful were MOS progressive schools and what value did they add?

- MOS schools added significant value, showing the MRO was maintaining an upward progress rather than waiting to get promoted.
- If they were part of the SMART card for that MOS, it was vitally important. It is also important that a Marine keeps learning every year.
- As long as they did not fail, it was a plus.
- Impacts MOS credibility. No MOS PME may imply you are not overly qualified in your MOS.
- Depending on the MOS smart cards, some clearly identified what schools were required/additional ingrade. Others depicted schools' MROs completed at Cpl and less important. What made them stand out in grade or higher? Some were not schools; attending a T&R rewrite, OAG, OPT, conduct MCPP... not super helpful as that may not make it on the FitReps.
- They did add value. To be a master of your trade, Marines should pursue technical prowess through progressive schools.
- If the school was identified as Required or Recommended by the MOS Smart Card provided by the OccField, they were weighed heavily against those who didn't complete them.
- Non-value added because I don't know how important the schools are to the MOS Field.
- It's really important and shows MOS progression and sustainment.
- It matters most to certain MOSs, not all of them.
- They were very impactful. The MOS Smart Cards helped break down the Progressive Schools' attendance and helped to benchmark the MROs' career progression. The board needed these Smart Cards to be updated to ensure we had the right descriptions of who was competitive and who did not meet the standards for training within the MOS.



MOS Credibility

How impactful were MOS progressive schools and what value did they add? Continued...

- MOS progressive schools were extremely impactful as this allowed the board members to gain a perspective of the Marines' ability to be a subject matter expert in their field.
- They were great to showcase appetite for growth and provided additional metrics to breakout Marines in highly competitive MOSs.
- When a SNM had a lot of training, and you could see it progressively move that Marine from a high billet to a higher billet, it was great. However, with or without MOS progressive schools as long as the Marine maintained high value in RS and RO comments paired with good comments, I weighed the Marine higher.
- Very impactful. Most PME was seen as more favorable in my opinion, sometimes made the difference between adding + or not.
- MOS progression schools on the Ed Sum were impactful. It shows that the Marines are still educating themselves.
- Critical - The Marine should be striving for professional development courses or education periodically each year. This should be balanced with civilian education. The best cases are a combination of PMOS schools and a complementary PMOS-related Bachelor's Degree.
- It only matters when it's required. Enhancing training is important, not essential.
- If it was on the MOS Smart Card, then it carried some weight. Otherwise, schools become too difficult to decipher and weigh.
- They were very impactful. They helped to add MOS credibility and show the Marine cares about improving at their craft.
- Completion of an MOS school was considered significant when comparing a Marine's MOS credibility to others.



MOS Credibility

How much did a Marine's AMOS influence their competitiveness?

- It had some impact, specifically the AMOS that had to be obtained from attending a formal course or school, such as MAI, MCIWS, etc. Other AMOS seemed to be filler or were required to be promoted.
- If the AMOS was part of their ability to be proficient in their MOS, it was important.
- Had to show a good balance between PMOS and AMOS.
- Little value unless it was associated with the utmost competitive MOSs.
- Depending on what the MOS smart card called for.
- Not much unless they were broken out in the fitreps.
- Non-value added because I don't know how important the AMOS skills are in the MOS field.
- It influenced it a moderate amount, but again, the Smart Card helped to explain what was needed and what wasn't. In some cases, an AMOS was a "nice to have" but did not directly influence the decision to promote or not.
- It has to be analyzed per MOS. Some have a large number of AMOS qualifications, while others do not.
- Same as 18.



MOS Credibility

How much did a Marine's AMOS influence their competitiveness? Continued...

- Any ADMOS listed on a Smart Card carried some level of weight, and it helped board members decipher some value of the Marine if the ADMOS was run in their record appropriately.
- AMOS increased the value of a Marine's package based on the relationship to the PMOS, the challenge associated with acquiring the AMOS, and (for AMOSs unrelated to the PMOS) the versatility of the Marine.
- If the AMOS was identified as Required or Recommended by the MOS Smart Card provided by the OccField, they were weighed heavily against those who didn't have them.
- Depends on the MOS; it mattered a great deal to some MOSs on the Air Wing side, other MOSs not so much.
- Additive value. This depends entirely on the OCCFIELD and their MOS Roadmap/Smart card.
- Not much (X2).
- Significantly.
- A Marine's AMOS only influences their competitiveness if it revolves around their PMOS.
- By a small margin.
- More so if it was tied to their primary MOS; otherwise, it shows diversity.



MOS Credibility

Did a Marine's assignment diversity influence their competitiveness? (Well-rounded, MLG, Division, Wing, SDA)

- Yes, having more experience around the MAGTF was favorable. But I did take into account that sometimes Marines get put in places, so they also had to bloom where they were planted as well.
- It depends on the MOS.
- Yes. again. Diverse experiences indicate potential excelling outside of comfort zones.
- If there was a board member in the room to emphasize billets, then the rest of the room paid attention to it, but performance and growth where you are planted remained king.
- No. Assignment diversity is a difficult thing for any Marine to control in their career. Assigning value to it would be the same as giving bonus points based on the results of a coin flip.
- Yes, I was looking for a well-rounded Marine who held key billets at different echelons.
- Yes, unless guidance was provided in the smart card
- Yes, it is nice to see steady performance at different duty station locations, but ultimately, performance matters most.
- Each Marine should strive to be in a competitive key billet at their 2-year TIG mark in order to maximize their competitiveness for promotion. Ideally, they are showing upward growth in key billets. SDA is clearly harmful for GySgts to be competitive for promotion to MSgt because it harms technical proficiency in the Marine's technical prime. These should be done as senior Sgts and junior SSgts. Marines should go to a significant technical school relevant to their PMOS after SDA duty before returning to their PMOS.



MOS Credibility

Did a Marine's assignment diversity influence their competitiveness? (Well-rounded, MLG, Division, Wing, SDA) Continued...

- Yes, serving at various echelons of command demonstrated flexibility and enhancement of their MOS knowledge.
- If their MOS has the ability to be throughout the MAGTF, it was absolutely important.
- As long as the progression was in an upward trend, it was a positive.
- Bloom where planted. performance is what mattered the most. If anything, most SDA assignments, specifically Recruiting, on average had a huge negative impact on Marines' overall profile.
- Typically, no. This concept does not apply to all Marines equally (Ex: A Crew Chief in Division makes zero sense). If the Marine went on an SDA, I typically marked them higher than those that did not if the performance record was similar.
- Yes. Well-roundedness was important to me, and I weighed it heavily.
- Yes, shows they can succeed or not in a variety of billets.
- Well-rounded is best, but not always the case on certain MOSs.
- Yes, it did, but performance overall in billet trumped a Marine's ability to become "well-rounded" since not every Marine can get every billet in their career. The board had to take into account that many MROs will "bloom" wherever they are planted and excel even without the opportunity to serve in a well-rounded variety of commands or portions of the MAGTF...
- Absolutely. A well-rounded individual provides the board members with an understanding of their MOS credibility.
- Yes, performance across all elements highlighted great flexibility.



Special Duty Assignment

Were SDA Fitness Reports viewed as being more favorable than FMF or Combat Fitness Reports?

- No. Most SDA FitReps were part of a large profile. The only time they had a significant impact was when the RS or RO gave a fairly low RV at processing.
- No. They neither added nor took away from them.
- Favorable no, but more impactful yes. Those who do not do well on SDA, especially later in their careers, their profiles generally cannot recover.
- Combat fitreps were viewed more favorably. Completing an SDA is favorable; however, it is 2025, and a lot less combat to be had.
- No. However, recruiters must live under the constant threat of being fired. In most cases, the reports did not set the Marine up favorably. I view a successful tour success and nothing more.
- Yes, only Recruiting, DI, and MSC Detachment Commanders, and SOI.
- I tried not to focus too much on the value, but more on whether they were successful and if they performed well.
- They certainly were part of the consideration process, but not necessarily.
- Performance in your billet held the most weight....bloom where you're planted.
- I didn't distinguish much between either for MGySgts. I looked at value and growth. For MSgts SDAs mattered especially if they were an 8412 or an 8411 currently serving. However, if they did poor on recruiting, I made an attempt to analyze trends before and after recruiting. If they did well more often than not the Marine maintained a highly competitive profile.



Special Duty Assignment

Were SDA Fitness Reports viewed as being more favorable than FMF or Combat Fitness Reports? Continued...

- For me, not more favorable, but if they were able to perform on an SDA, it said more about their ability to adapt.
- There was a favor placed on SDA reports. I took a stance, noted, and voted with some leniency, knowing how difficult it is to gain great reports on an SDA. You got a little bump in voting, but only a little. Grow where planted and always perform every day.
- In limited cases. I-I duty is known to be more demanding and MOS-aligned than other SDAs. Positive reports from an I-I assignment were given greater emphasis in overall scoring.
- No, shows a well-rounded Marine if they did well.
- No. Had to show that they were good or better in their MOS.
- No (X3).
- No, they were not. I saw of trend of recruiting duty FitRep profiles really hurting Marines' overall scores, vice helping them, and it is hard to dig into the records to find out if they were really that bad on recruiting duty or if they were getting the job done in 3 minutes or less. I feel Marine's on SDAs should get different FitReps that simplify their time on SDA (i.e., excellent, above average, average, below average).
- Combat is the most critical thing a Marine can do. That is why we exist. Senior Marines without deployment experience are viewed negatively, especially in a combat arms MOS.



Special Duty Assignment

How did having an SDA/Type I/Type II screenable billet affect a Marines competitiveness? (Was a Marine with average performance with an SDA more competitive than a Marine with above average performance and no SDA?)

- MROs I viewed were recommended based on their MOS performance. If they had above-average performance on an SDA as well as above-average performance in the MOS, they were given a commensurate recommended score.
- They were all weighed the same.
- As long as the Marine did not spend a long time in the SDA, it was viewed as a positive.
- No. SDA should be viewed as a successful tour and a non-successful tour. Even those who had a successful tour generally had average markings.
- Depends on the MOS, if 95% of the zone had an SDA, it was almost expected to have one, and SDA was more competitive. Other MOSs with none or <5% the weight were given to the non-SDA.
- I gave extra credit to the SDA service, such as +.5 points. So, if they were typically a 4+ Marine, I'd bump them up to 5 for having served in an SDA, so long as they had decent performance.
- No, a Marine with above-average performance within their MOS shows more competency.
- It helps break the tie on certain MOSs.
- It was a two-edged sword. An SDA billet tour that did not go well for a Marine due to a lack of performance would negatively affect their competitiveness overall. Alternatively, a successful SDA bolstered its competitiveness for the board.
- It didn't assist with their competitiveness as board members were looking for MOS credibility when selecting subject matter experts for their fields.
- It assisted in highlighting their ability to perform in various capacities.



Special Duty Assignment

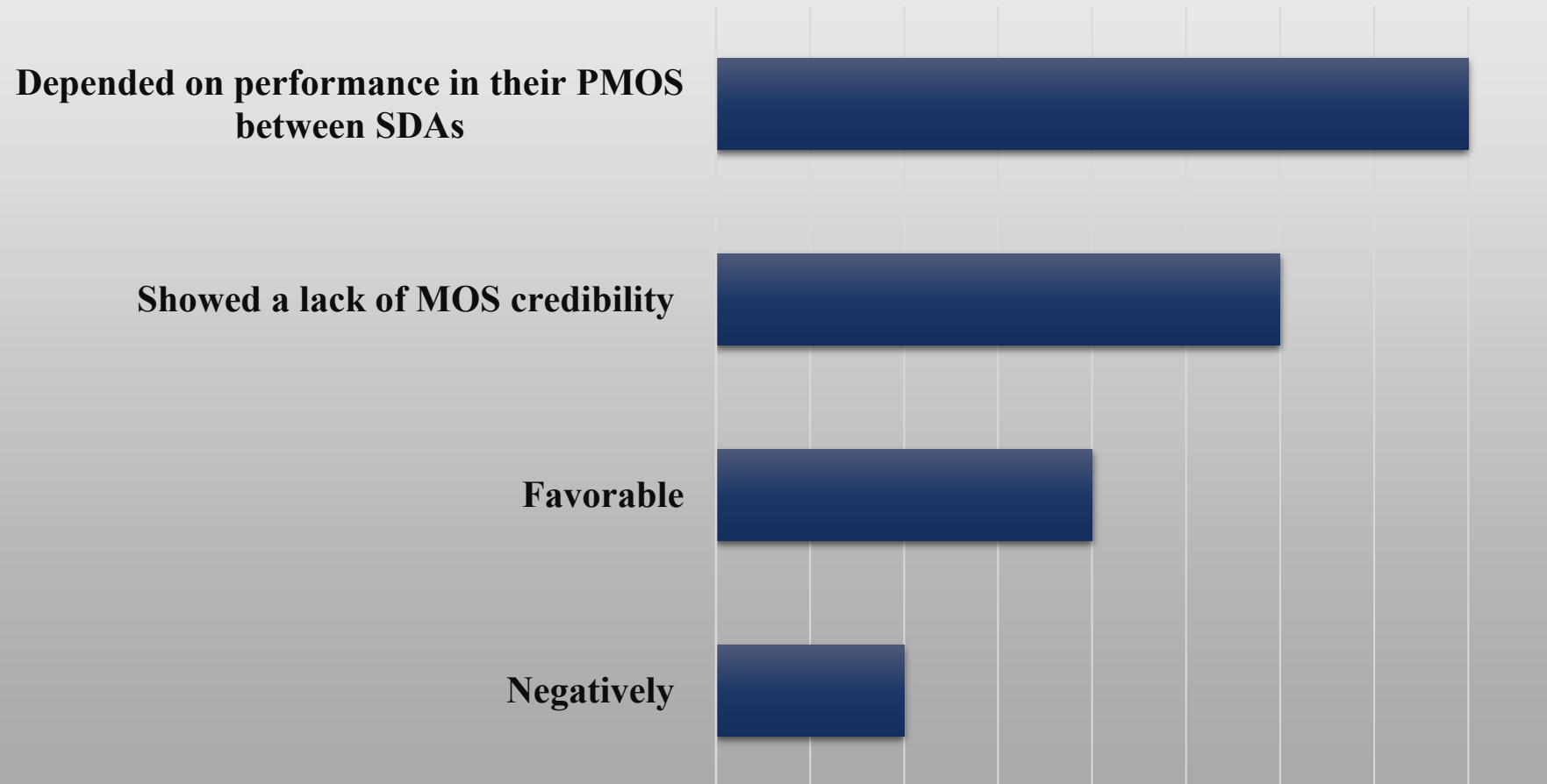
How did having an SDA/Type I/Type II screenable billet affect a Marines competitiveness? (Was a Marine with average performance with an SDA more competitive than a Marine with above average performance and no SDA?) Continued...

- A little. No, an average Marine maintained being an average Marine regardless of previous billets.
- No, SDA did not hold more weight. if a marine with solid performance had no SDA, I did not hold it against them.
- Performance was the driving factor, but the SDA is acknowledged when it gets high markings.
- It stands out if all things are equal in a positive way.
- Performance was still king, even if you got a little bump up or blind eye toward your RS/RO summary.
- An average performance on I-I duty was considered slightly more competitive than an average performance in the FMF.
- The board took into consideration the demanding nature of the SDA and often overlooked below-average performance on the SDA. What matters is your performance in your MOS before and after the SDA.
- Had no effect, I feel they were viewed the same, and their performance mattered. Once again, it seemed as if Marines on Recruiting Duty were hurt more by doing that SDA than it benefited them.
- Yes.
- Yes, overall positive, however, SDA should be done as a senior Sgt to junior SSgt. SDA billets as a GySgt are incredibly detrimental for a Marine competing for MSgt. Recruiting is the most detrimental of all SDA billets as a GySgt. Marines should Lat move to Career Recruiter, if that is what they want to do. Marines need a minimum of 2 years in their PMOS to make an informed decision on whether they should be promoted to MSgt. Serving in an SDA during the first year to year and a half can be recovered from; however, going to an SDA after 2 years TIG will make the Marine a terminal GySgt.



Special Duty Assignment

How were Marines with multiple SDAs viewed?





Special Duty Assignment

How did you view adversity on an SDA?

- Most often, it was viewed negatively; it primarily depended on the degree of adversity and whether it was in grade.
- If the Marine had an adversity for violating a PAC or alcohol related incident on either SDA or FMF, they were viewed as not recommended.
- As long as they moved past and did better in their MOS, I gave the Marine the benefit.
- Same as any other adversity in any billet.
- Half of the time, it is expected and depends. DUI anywhere is bad. Adverse for missing mission as an 8411, not as bad, some 8412s miss mission, and that is their PMOS.
- Adversity is adversity.
- Negatively, if it was within the past five years and they had not shown improvement.
- Depended on adversity; misconduct was weighed heavily, but failure to perform was not as much.
- Negative.
- It was concerning and made the MRO less competitive overall.
- A Marine should be able to bloom where planted, and adversity still had negative effects on a Marine during an SDA.
- Depends on the type of adversity.
- Same as in any billet. adversity is adversity.



Special Duty Assignment

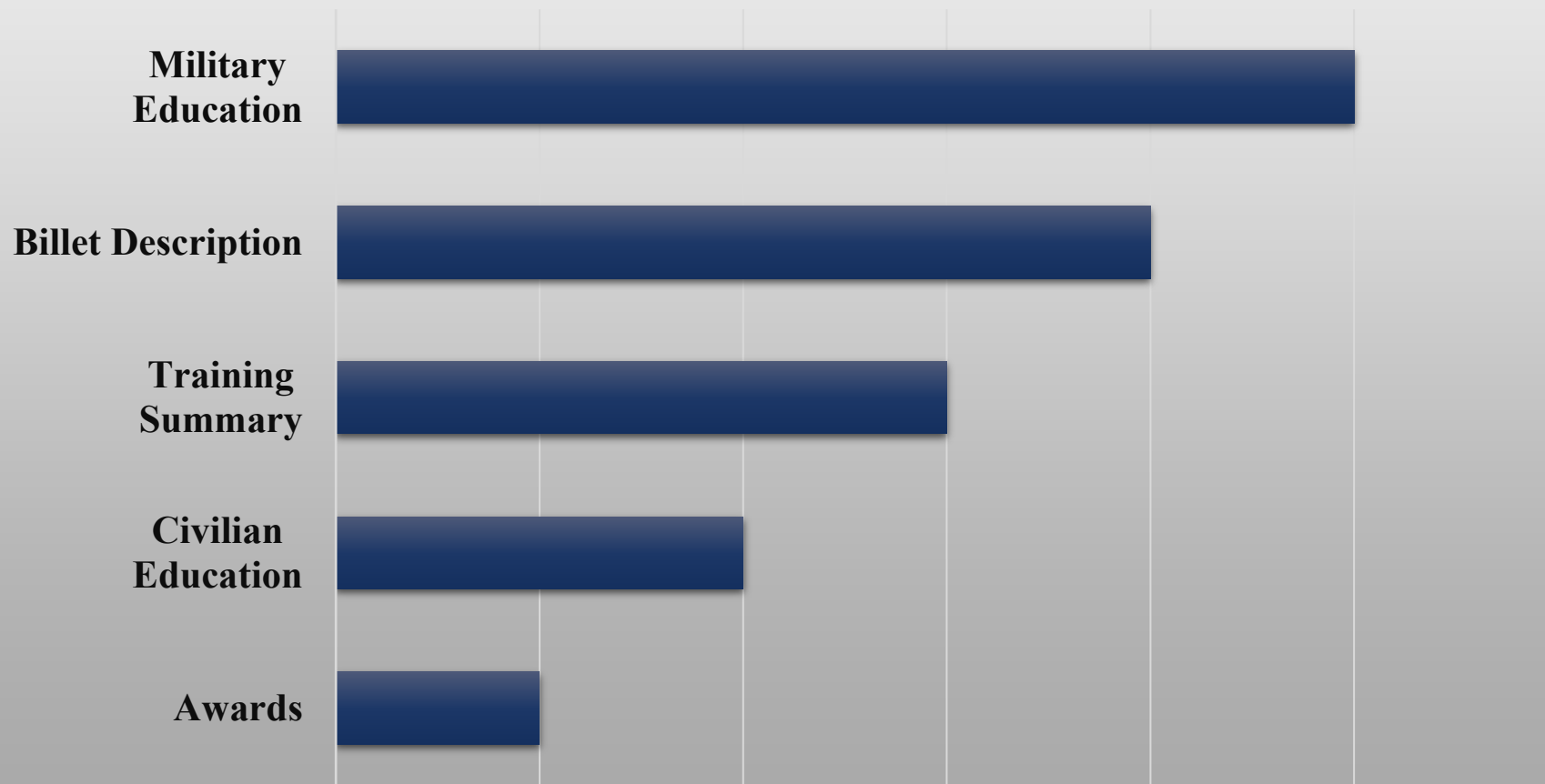
How did you view adversity on an SDA? Continued...

- I viewed adversity with “What did the Marine do after the event?” If they were appropriately punished, owned it with a rebuttal or letter, and most importantly, continued to trend to more and more valuable, I graded them as positive as they made themselves. However, if they maintained an average or below average, I gave them the lowest markings possible. I also feel that board members’ peers were less forgiving, regardless of whether they were current values or not.
- Depends on the Adversity. Adversity did not play a major factor unless it was a moral or ethical issue. For example, going from SNCOIC back to Production.
- Same as the adversity in other times.
- In-grade and recent was a killer. Owning it in a rebuttal or letter to the board mattered. Silence from you told us that you don't care, so we didn't care. Write the board!
- Unless it was directly related to their MOS or a character trait, adversity on an SDA is neutral. However, to my recollection, every case of adversity on an SDA was an indicator of a failed character trait (usually integrity or judgment).
- If you acknowledge your failings at the time in your rebuttal and renew your commitment to better performance, your performance after the adversity should speak for itself. Letters to the board from individuals involved can be helpful.
- Depends on what the adversity was. For instance, if it was for being a bad recruiter and failing to make the mission, it wasn't viewed too badly. If they did something really bad, like DUI or lying, that was viewed as worse.
- All adversity in grade is negative; however, it depends on the nature of the adversity. Petty adversity can take away from the professionalism and credibility of the RS/RO.



Training and Education

When reviewing the MBS header data, what was your order of precedence? (Most to least impactful)

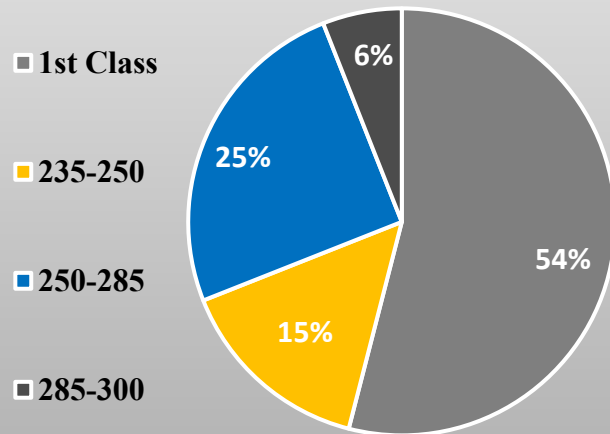




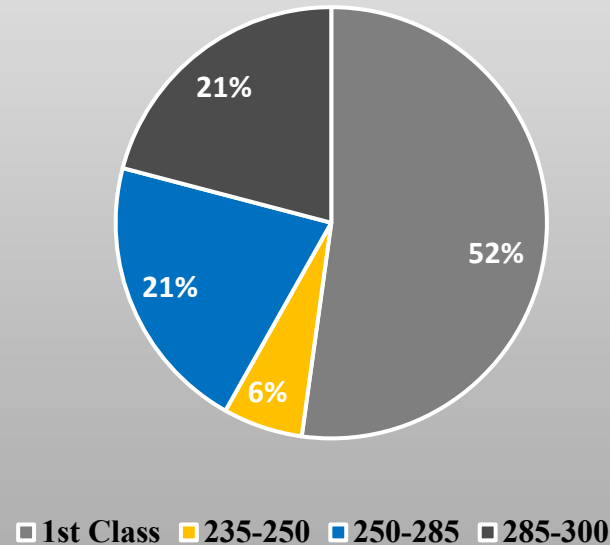
Training and Education

What is a competitive PFT/CFT/MCMAP?

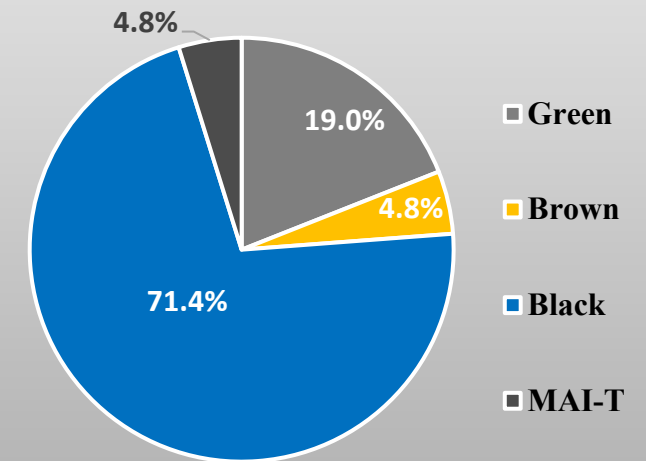
PFT



CFT



MCMAP





Training and Education

Which additional PME held the most weight?

- MOS Enhancing PMEs followed by the EJPME.
- Any interservice resident Senior Enlisted PME outside of the Marine Corps, such as the Air Force or Navy PME resident courses.
- If they were PME complete, then they met the standard.
- PME is directly associated with MOS. Smart Cards need to be updated to capture what brings value to the Marine's skill set.
- Advance Course DEP. It is amazing how many Marines were not qualified for promotion because they could not or WOULD not do the DEP.
- Courses that require in-person attendance.
- Drill Instructor.
- As long as the Marine had their required PME for grade, additional PME did not have much of an effect.
- SEJPME series / Naval War College series / Anything MOS related.
- Whatever gave the SNM PME= "Complete"
- MOS PME from MOS smart card that mattered, recent, and frequent throughout their career. Not "did the requirement 5 years ago and I'm good!"
- MOS progressing PME.
- MOS enhancing PME. Relevant.
- PME listed on MOS Smart Cards.
- Any Joint or Naval.
- The PME that was required.
- PMOS related PMOS. Marines competing for MSgt should have SEJPME.



Training and Education

Did having a college degree affect a Marine's competitiveness?

- Yes. However, a degree of any kind from 2015 had little bearing on the recommended score for the FY26 board if there was no additional non-required PME in the past few years, showing continued learning.
- In some MOS's it did.
- Yes. It generally added at least .5 pt to the brief.
- Depends on the MOS, most often yes.
- It did for me. It showed a willingness to do more. If 2 Marines' records were similar, the Marine with a college degree was placed over the Marine without a college degree.
- Yes, especially if their degree is aligned with their MOS.
- Yes- it highlighted Marines who are going above and beyond. It significantly assisted when the degree was within their MOS field.
- Yes, especially in grade.
- Yes, it helped with determining a + or not.
- Small bump up, unless they had weak FitRep markings.
- No. If fitness reports indicate performance is superb, a college degree doesn't hold much.



Training and Education

Did having a college degree affect a Marine's competitiveness? Continued...

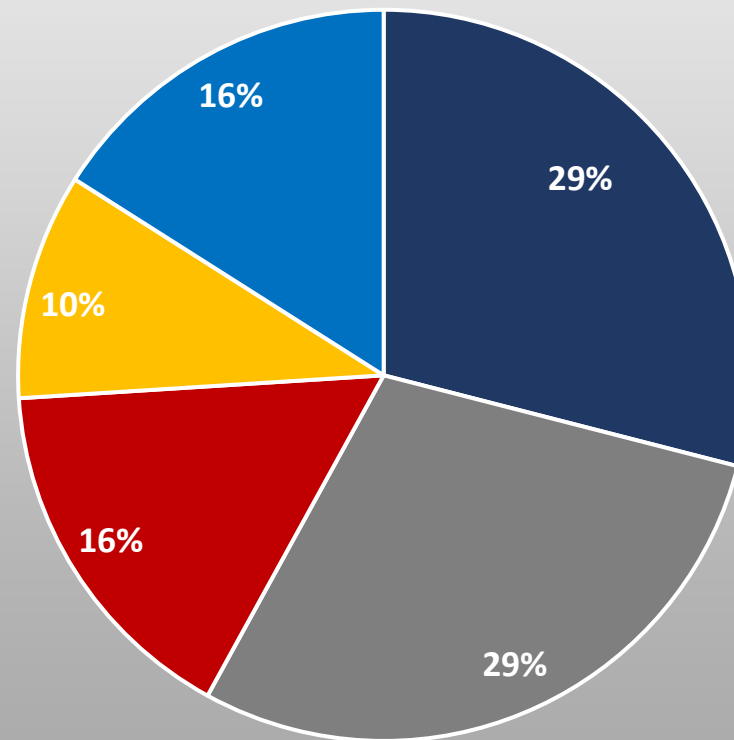
- Only when I really had to break some Marines out in my voting.
- Having one improved the competitiveness of some MOSs, but not having one did not hurt any package.
- Yes, especially if it is aligned with their OccField.
- Yes, I feel it helps the Marines show they care about bettering themselves outside of required military training.
- Yes (X2).
- No.
- No, just added to their skill sets.
- Yes, having a degree could add a plus.
- Yes, absolutely. Marines should strive to have a Bachelor's degree by the time they are competing for MSgt. The Bachelor's degree should be directly related to their PMOS, or with a focus on leadership, management, or strategic studies. An academic degree with sub-sub-1st Class PFT & CFT negates the positive value of the degree. An academic degree is not a substitute for solid performance in PMOS. The most competitive Marines will have a Bachelor's Degree, 1st Class PFT/CFT, advanced courses relevant to their PMOS, and solid performance. Marines with a Master's Degree from Naval Postgraduate School are highly competitive and on track for promotion to MGySgt. Marines who are competing for MGySgt with a Master's degree relevant to their PMOS or with a focus on leadership, management (MBA), or strategic studies are more competitive. In all cases, an academic degree is not a substitute for solid performance within the Marines' PMOS.



Adversity

**How did you view adversity of any nature?
(Violation of UCMJ, BCP, Adverse FITREP, 6105, NJP etc)**

- In grade, significantly dropped SNM's competitiveness
- Depended on the nature of adversity
- 2 - 3 years less of an impact
- 3 - 5 years no negative impact
- No impact outside of grade

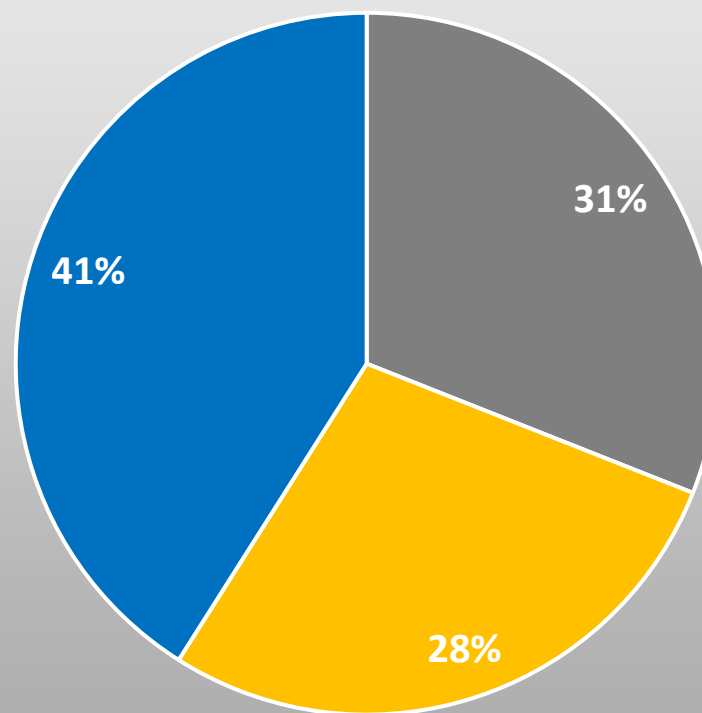




Adversity

Did a rebuttal/letter to the board help clarify the nature of the adversity?

- Depended on the nature of adversity
- Only if the Marine accepted responsibility
- Only if the Marine overcame adversity by showing an upward trend in performance





Board Preparation

In the cases you prepared, what documents in the OMPF did you find most relevant when reviewing a Marines record?

- Certificates for required and MOS-enhancing PME, MOS-enhancing Civ certifications, Award citations, and NAVMC, Documents related to adversity of any kind, then other commendatory materiel and civilian education.
- Their MBS and last 5 FitReps.
- Services (6105s), Schools, and Awards.
- FitRep (X3).
- Service Records for 6105s, Awards, Schools, FitReps, in current grade documents, no need to see all the LOAs,s MTs, or marine net courses, not about the MOS Smart Card.
- Awards, 6105s, Page 11s, Diplomas, Certificates.
- Course Certificates.
- Course completion certificates that add value to MOS proficiency or leadership progression.
- 1. Letters to the board. 2. Rebuttals. 3. Certificates of proof for education, certification, etc.



Board Preparation

In the cases you prepared, what documents in the OMPF did you find most relevant when reviewing a Marine's record? Continued...

- Certifications that mattered. Having 30 completion certs from every subject of the advance course dep in the record was too much. Explanation of adversity, explanation of lack of PME.
- MOS Certificates, Apprenticeship Certs, Civilian Certs of schooling.
- Fitness reports and Commendatory and Derogatory tabs.
- School certs that do not end up as an entry in your education summary.
- FitReps and occasionally some of the award SOAs.
- Any Adversity 6105 or pg11 entries. Civilian Diplomas and college credits. MOS recommended or enhancing certificates.
- Master Brief Sheet, Fitreps, and Comm/Dera Tab.
- PMOS Training and Education.



Board Preparation

How do you view the record of a Marine who was chosen as an alternate in the previous fiscal year's selection board? Additionally, does the presence of the alternate selection letter in their OMPF improve their competitiveness?

- The record was given due consideration in comparison to this year's board. However, the alternate letter did carry some weight.
- I viewed the alternate selection in the same view as an SDA. The Marine is highly competitive, but they still have to compete with everyone else. Only chose the best qualified at the time. A year can make a huge difference in who is more highly qualified.
- If the Marine did better in their MOS, then it was a positive. The presence of the alternate selection was viewed positively as long as they did better than last year. It was not a guarantee that the Marine was going to be selected.
- No value. Different board competing against a different set of Marines.
- It provided a tie breaker if needed. Most of the alternates, according to my own votes, would be selected; there were only a couple that fell short of my cut line when racking/stacking.
- Did not consider it. The Marine was now competing with a different cohort.
- I assume they are more competitive, but I still had to verify their record for myself.
- It added weight if his overall package was above average. Some MOS were much more competitive while others were not.
- No.
- Positively. Yes, it certainly casts the Marine in a favorable light to know they almost made the cut last year.



Board Preparation

How do you view the record of a Marine who was chosen as an alternate in the previous fiscal year's selection board? Additionally, does the presence of the alternate selection letter in their OMPF improve their competitiveness? Continued...

- The letter in their OMPF identifying them as an alternate selection on a previous fiscal year's selection board did not have any effect on this fiscal year's selection board.
- What landed a Marine as an alternate on a previous board did not always remain competitive on the subsequent board. There were several Marines briefed who had an alternate letter from the previous board that was not nearly as competitive as the new competition (below zone).
- Not much. Talent changes, and they need to rise with it.
- Same as everyone else.
- The letter was taken into consideration, but its record still needs to stand on its own against the new cohort.
- No. It has no impact on my vote. It's irrelevant from last year's competition.
- I did not vote higher because they were an alternate. They are competing against a new group of Marines this year.
- No impact. New year, new competitors.
- Not really.
- No, the letter did not help improve their selection. They were lumped back in with everyone else in the zone, and the best, most qualified were selected.
- Yes, it was viewed positively, especially if the Marine has had a great performance in the past 12 months.



Board Preparation

Without a photo was military appearance important to you and if so, how did you assess a Marine's appearance?

- Some of the HT/WT/BF% shown on the Briefing Guides strained credulity.
- Military appearance is important. If a Marine was on BCP and they consistently were near their max, it put a visual in the recorder's head that they might be out of regs. A picture would help clarify whether the Marine is a square or a triangle.
- In some MOSs like 8412, it was needed due to the "appearance" of being a Marine Recruiter.
- Yes. Must lead by example. Not being within H/W standards was an automatic 2 - Not recommended. Low PFT/CFT also impacted brief scoring.
- There were occasions when I wished I could see a photo of the MRO taping out across their career and adding 25 points to both PFT/CFT in the last year while gaining 15lbs. MRO has medical waivers for half of the last 10 years would be helpful.
- Military appearance is important. If the Marine is within height and weight standards, we must trust that the command is attached to that Marine's appearance is also acceptable. Higher PFT/CFT scores also aided.
- I wonder how many fat and broken Marines we are promoting because there was an incessant number of medical waivers, partial PFT/CFTs, and Marines having to tape out at 18 - 20% body fat.
- Whether they were within HT/WT or not; if not, was it a pattern of being out of HT/WT?
- PFT/CFT/HT/WT and RS and RO comments.
- Yes, it still is very important. The board had to review the Ht/Wt standards and go of the RS/RO comments and marks.
- Yes, there were several occasions when a Marine's body fat percentage was at its maximum, and a photograph would have helped the board member understand the Marine's body composition.



Board Preparation

Without a photo was military appearance important to you and if so, how did you assess a Marine's appearance? Continued...

- Without a photo, you cannot assess a Marine's appearance. There were several instances where numbers "painted" the picture. All of those times, they were never in favor of the Marine.
- As an 8412, appearance matters to my MOS and me. We are the face of the Nation located with and among civilians. I looked at HT/WT and fitness scores.
- Not important, within HT/WT standards and PFT scores, you can tell.
- No. Marine just needs to meet the Ht/Wt standard.
- The OMPF record and fitness reports.
- Military appearance is important, but I didn't hold anything against anyone because there is no way to do it fairly. It is important to me that RS/Ros paint the picture of the Marine's appearance.
- The absence of a photo was helpful. It avoids distractions and allows me to focus on the statistics of the Marine (Ht/Wt/BF vs. PFT & CFT) to determine if their military appearance is acceptable.
- HT/WT/BF%.
- Not really unless they were out of standards. We assessed a Marine's appearance based on their height and weight.
- Military Appearance is foundational. The Marine Corps needs to return the promotion photo. For GySgt and MSgt, it should be a Command Photo in Service Alphas. Without a photo, the only indicators available are Height & Weight and PFT score. Taping out with a 1st Class PFT/CFT is perfectly acceptable. The worst case is a smaller Marine with a 2nd Class PFT, since the PFT favors smaller, lean Marines. This indicates that the Marine is weak, frail, or skinny-fat. I will generally be more lenient with larger "linemen" type Marines since the PFT does not favor their physiology/body type, especially if they have good PFT/CFT scores. In all cases, a 3rd Class PFT/CFT is viewed negatively.



Board Preparation

Why were letters of any kind beneficial?

- In one instance, the same GO that conducted the in-grade NJP gave a glowing letter of recommendation a year later; this improved the recommended score of the MRO considerably. When a letter is provided explaining adverse materiel, a less-than-first-class PFT/CFT, Medical/Waived PFT/CFT, it helps the board member provide a more considered evaluation.
- Some letters were beneficial if they were to clarify records of uncertainty. This helped the briefer understand the mindset of the RS/RO or the SNM.
- Yes. Make them short, sweet, and to the point. Accepting consequences and moving on to better themselves was key.
- Yes. Provided clarity. When in doubt, always write a letter. Helps to paint the picture from the Marines' perspective.
- They are beneficial when they add context to a situation. They were not beneficial to pass blame or claim innocence.
- Very!!!!
- Some letters took away from a Marine's brief.
- Updates for impact awards, clarification on partial/medical PFT/CFT, non-RS/RO recommendation letters (typically the GO/FO that observed, not reviewed).
- A letter to the president is always recommended if something needs a little extra explanation or if a certificate is on its way or a new PFT/CFT score, etc.... It shows the Marine cares in every case. The only other letters that made a difference to me were a senior officer explaining an old RS or RO marking on the Marine in question. In most cases, the letter explained how they did not manage their profile very well, and the Marine would compete in a better population on their current profile if they could do it over.
- To clarify adversity and partial PFT/CFTs.
- Yes, if they specifically addressed a known issue, they were clear and concise, and if it was for a negative event, they owned up to it. If it was an endorsement, it needed to be from not an RS/RO and was relevant to sustained observance of performance.



Board Preparation

Why were letters of any kind beneficial? Continued...

- Letters to the board helped to clarify any issues or demonstrate an MRO's desire to take ownership or move beyond an issue or past adversity. Also, explaining medical issues or other items for the board to know about and take into consideration was most always helpful and a positive for the Marine.
- A letter to the board explaining adversity assisted the board members, as well as letters of recommendation from General Officers.
- Depended on what the letter was for. Telling me what your PFT score is when it is already in the record and matches wasn't a help. Telling what happened with adversity or letters of recommendation was fine.
- Provide clarity on items that are within grade. A 6105 or NJP from an entry-level school is not value-added. Providing clarifications on weight changes, PFT/CFT scores show big fluctuations.
- Explanations of anything suspect or on adversity are a must if you want a chance. There was no letter we looked at negatively.
- LORs helped illustrate a Marine's character beyond the confines of a FITREP and allowed others (not the Marine's RS/RO) to provide input to the board.
- They illuminated or addressed situations that the board couldn't access in the Marines' OMPF.
- Letters of recommendation from General Officers elevated Marines, while letters from Captains and Major (especially if they were the Marine's RS/RO) did not. All Marines should be briefed to submit a letter to the board for any adversity, especially in grade, as it shows the Marines care about their career and helps the board to fully understand the adversity.
- Yes – open communication with the board is beneficial.
- Letters can clear the picture of an adversity.



Board Preparation

Were there any inconsistencies in a Marine's record that could have been explained or clarified by the Marine? If so, what are some examples?

- There were several, but none that were not resolved. MROs need to manage their OMPF. Focusing on ensuring no missing FitReps or date gaps, all PME and awards (CIV and MIL) are uploaded, and all duplicates have been removed.
- There are numerous inconsistencies with adversity in grade that had no rebuttal or DC FitReps after an NJP that could and should be explained. The briefer will take those inconsistencies and not give the benefit of the doubt if it looks suspicious.
- Ensure that AMOSs are entered into the MBS. Missing FitRep's is a BIG deal; an explanation is needed.
- Why did the same RS/RO on your last AN report have you 100/7 block, and 3 months later, for your transfer, you are 80s/3or4 block? Explain why you've had so many partial/medical waived PFT/CFTs.
- Always recommend a rebuttal to adversity or something to clarify the situation. If guilty, accepting responsibility always made a positive difference.
- Yes, out of weight standards and missing PFT/CFTs, especially for Marines who are pregnant or post-partum. There was no way to see that info on DBR. Also missing FitReps as well.
- RS/RO profiles.
- They either provided amplifying information addressing adversity that wasn't in the original rebuttal or addressing poor performance due to an ongoing medical condition.
- Yes. Medical Waivers and a good excuse for not having a PFT/CFT score in the past two or three years.
- Yes, and the most common was multiple FitReps with no PFT/CFT scores or really low scores; no information leads to the assumption they are hiding because of laziness, and there are no other issues.
- No (X3).



Board Preparation

Were there any inconsistencies in a Marine's record that could have been explained or clarified by the Marine? If so, what are some examples? Continued...

- More clarity could be useful in the case of MROs that had partial fitness tests or "medical waiver" over the course of multiple years (in some cases, 4 or 5 years). It brought into question a lack of accountability with the MRO to make the fitness standard outlined in the PFT/CFT order to continue to serve if they cannot achieve the acceptable level of physical fitness due to injury, surgery, or other health issues. The board didn't have much visibility into this, other than what is posted in MCTFS. Also, there were several cases where it was discovered late that the most current FITREP was not in the system. This should be a flag that alerts the briefer that there is a significant date gap or a missing FITREP. It got caught during the brief several times.
- I think the most inconsistencies in a Marine's records were their fitness reports. There were many occasions when the relative value did not match the word picture provided.
- Yes. Marine with multiple medical waivers, PFT/CFT without explanation, was looked upon unfavorably.
- Yes, missing fitreps for 2 annual periods. Explaining 2d class PFT/CFT if the med was the cause. explaining drops in FitReps value from the same RS.
- I did not see any.
- NMED fitness test for 2-5 years is severely suspect, and if you can provide clarity, then write the board.
- Date gaps (for which there was no letter to the board explaining the circumstances).
- Anomalies in RS or RO grading, especially if they are tending. Adversity, and ensuring I was looking at the right things to judge recovery and value. Partial PFTs or CFTS. I had growing concerns that some Marines are legitimately hurt/broken, and have made a career of dodging fitness tests, while other Marines with lower marks are competing with these Marines who don't have to plan physical fitness into their lives.



Board Preparation

What are your top recommendations for Marines preparing for a selection board?

- Review your OMPF, ensure to remove duplicates and upload missing items. Plan ahead, get PME and all training completed at least one month in advance to ensure systems receive the updates. Review FitReps for missing and date gaps.
- Review your MBS with a mentor who understands how to read and prepare for a board. There are so many inconsistencies and superfluous documentation that waste the briefers' limited time.
- Look at the SMART Cards and do everything you can on them. If not possible, be the best where you are. Ensure your record is up-to-date and use the services that are available to help you.
- When in doubt, write a letter to the board. It can only help you.
- Communicate with your RS/RO, understand expectations. Grow where you are planted, yes, but make your way back to your PMOS so your abilities don't atrophy.
- Review their packages and know where they stand. Then work with RS/ROs to address improving FitReps, get added statements of how they are performing against peers, and ensure grading remarks reflect. While priorities change, by the time you become a GySgt you should know whether you want to be a 1stSgt or MSgt and work towards those goals; don't go back and forth on your FitReps. Ensure all required PME is done early, and do extra when possible.
- Clean up your OMPF, talk to your RS during your FitReps (know what they are putting on paper).



Board Preparation

What are your top recommendations for Marines preparing for a selection board? Continued...

- Ensure your FitReps are submitted on time. Ensure any correspondence is submitted on time. Ensure you understand the PME requirements in general for SNCOs and for your MOS. If you are going to submit a letter for the board, ensure it adds value and does not highlight your weakness or issue inadvertently. Your record should stand on its own.
- A Marine should attend as much training associated with their MOS as possible and ensure it is documented within their OMPF. Also, key billets in their MOS provide a better picture to board members on their ability to perform at the next rank.
- Ensure that your MBS has accurate information, including the correct/current billet assignment. Make sure that OMPF contains readable documents.
- Understand MOSs all have different progressions and values.
- Ensure it is up to date. Ensure your FitReps are in. Ensure the MOS training is captured correctly.
- Remove duplicate Docs from OMPF.
- Ensure records are inclusive, clean (no duplicate records), and current with training status, to ensure no date gaps. Performance and experience are important, so Marines should be prepping next promotion at all times.
- Screen your record and prepare a letter on anything suspicious or unexplained. Hearing from you is better than not.



Board Preparation

What are your top recommendations for Marines preparing for a selection board? Continued...

- 1.) Complete your PME. 2.) Close your date gaps or explain them.
- Be ready. Performance is king. No one should care more about your promotion than you.
- Look over your master brief sheet and make sure it is accurate. Send a letter to the board to explain anything you think is not straightforward in your record.
- 1. Performance is king. Have a conversation with your RS/RO and ask to shape your comments within reason. Remember the acronym - PIE - Performance, Image, and Exposure. Performance is job performance, Image is your professional reputation, and Exposure is the relationship with your RS/RO. You need to have consistent exposure and a professional relationship with your RS and RO during the reporting period. The most common mistake for senior SNCOs is not having Exposure with their Ros. 2. Conduct deliberate professional development - every Marine should be a lifelong learner and be adding PMOS credibility with courses and gradual civilian education every year. Make an annual professional development plan and mentor your Marines to do the same. True professional development will increase PMOS performance. Do not confuse this with tons of certificates for random topics. Professional development should be guided by the OCCFIELD's MOS Roadmap 3. Be physically fit. SNCOs should have a 1st Class PFT & CFT. Partials to conduct physical rehabilitation are not viewed negatively. Marines should not delay surgeries or physical rehabilitation. Being healthy and fit for combat is more important than your PFT/CFT score. Multiple Partial physical fitness events or medical waivers without a clear explanation are suspicious and indicate that the Marine may be malingering 4. Ensure your OMPF is immaculate. The ideal case is to schedule a 1-hour appointment and go certificate by certificate to ensure your OMPF is squared away. Don't default to email; have a phone conversation with a clerk, well ahead of your promotion board. This is especially important for awards. Awards should include all required parts and be in order from first to last.



Board Preparation

Did separating the selection boards add value to the selection process? If so, can you provide examples of how it benefited or did not benefit Marines being selected?

- Not having been on a mixed board, I can only say that the MSgt/MGySgt board was able to focus on MOS credibility rather than balance 8999 vs XXXX MOS requirements.
- I believe separating the selection boards was beneficial. However, I do not understand why the 1stSgt selection board always goes first. If we are looking for a more lethal Marine Corps, we are taking away some of the best Marines to fulfill MOS proficiency billets. A lot of the E8 selects to the 1stSgt board were taken from MOSs that need long ball hitters in their MOS. There needs to be a new model for the Marine Corps that needs to be like the Air Force, where every Marine is their MOS, and when they get to a command, they are selected through talent management to be the SEL for a period of time. It's like having career politicians. It doesn't make sense. Also, those who want to be 1stSgts neglect their ability to be proficient in the MOS and then only get selected as a Master Sergeant based on them just "making" it. If we don't adopt that model for SEL, then ones who wish to be a 1stSgt should never ever compete for MSgt.
- Many Marines shot themselves in the foot, leaning too heavily into First Sergeant lane, spending too much time outside of their MOS either in SDA or by billet (i.e., Company Gunny), which ended up getting passed on BOTH boards.
- Yes, it added value. Looking at a GySgt to be a MSgt is different than a MSgt going to MGySgt.
- Absolutely. Board members focused more on technical proficiency.
- If you mean separating by 8999 and MGySgt/MSgt, I say yes. I would further break it down to MAGTF elements (GCE / ACE / LCE), I could spend more time trying to figure out what is expected of this aviation maintenance MOS and still not due them justice for the simple fact of lacking knowledge. Does a disservice to the MRO.



Board Preparation

Did separating the selection boards add value to the selection process? If so, can you provide examples of how it benefited or did not benefit Marines being selected?
Continued...

- I expect that it did help the board not to burn out. It meant that this board only focused on two ranks, vice four ranks, like in previous years.
- Yes, we were able to focus on Marines that best qualified for the MOS they were expected to manage and lead.
- No.
- Yes, it allowed the MGySgts to hand-select the most credible candidates for MSgt and MGySgt. This *should* result in the best-qualified Marines being chosen for promotion.
- Yes, separating the selection boards allows for subject matter experts in their fields to properly select Marines in these technical MOSs.
- Yes, I think it did. Having all MGySgts, CWOs, and regular officers added technical expert value to the boardroom. I would recommend keeping these boards separate, with the 1stSgt/SgtMaj board obviously going before the MSgt/MGySgt board.
- I believe that it was extremely beneficial, as the main focus was on MOS proficiency.
- I wouldn't know because I have never been on a board with MGySgts.
- I thought the separation of the boards was fine. Made sense to me. Having MOS SMEs looking at that field made sense.
- Yes, because we were able to focus on MOS proficiency.
- I think it's beneficial to allow board members to focus on the board for this particular population.
- Yes.
- Yes, but only because we are using an M/F system that pushes Marines (and their RS/ROs) to craft their competitiveness one way or another. A competitive F package makes for a weak M package and vice versa.



Board Preparation

Did separating the selection boards add value to the selection process? If so, can you provide examples of how it benefited or did not benefit Marines being selected?
Continued...

- Yes. In the current paradigm, it is useful for the 8999s to do their selections separately. In all cases, Marines without an "F" on their three most recent FitReps (or ~24 months) should not be evaluated for 8999. This is an area that needs fundamental reform within the Marine Corps. All Marines should first strive for promotion to MSgt. First Sergeants should then be selected from MSgts with at least 2 years of TIG. The M/F flag should be moved to E8. Several Marines are shaping their careers to be a First Sergeant early, depriving their OCCFIELDS of their PMOS proficiency. SEL should be highly proficient in their PMOS, then placed within that part of the MAGTF. The best SELs will have a depth of technical knowledge within their part of the MAGTF. Within the MSgt board, I saw several "luke warm" GySgts who consistently put "F" on their FitReps. They were lukewarm because they put "F" on their FitReps, had mediocre performance, and no PMOS credibility. An approach that rewards a pipeline of "parade Marines" (multiple drill instructor tours) as 8999 is not ideal. These "parade Marines" often have trouble adapting to an operational warfighting unit within the FMF and are viewed as outsiders without professional credibility. A small number of these "parade Marines" are useful for ceremonial-type duties, or to support Recruit Training or OCS, but an excess or encouragement to go this route to be competitive for 8999 is not good for the Marine Corps. A better option is a technically and tactically sound Marine, who then transitions to be a 8999 SEL within their part of the MAGTF, where they have personal and professional credibility.



Board Preparation

What was the most common discrepancy notice during the board process?

- Verification of PME completeness; understandable since the latest changes. Followed by historical PFT/CFT requests.
- Marines are not being PME complete. It makes no sense that we have 4-year GySgts not able to do a PME. This is unsat across the Marine Corps. I would like to see pg11 from OIC, etc, stating the Marine has the time but refuses to go.
- RS/RO profiles not aligning with At Processing and Cumulative. These officers need a FitRep class once a year to ensure they are properly assessing their Marines.
- PME incomplete, especially when the board zone shifts.
- Lacking PME or missing fitrep(s). There are tools we have and are not allowed to use, understandably so, but the date gaps should automatically populate, similar to the "date gap checker" tool now in A-PES. This is an item easily glossed over.
- We need better clarification on their PFT/CFT scores over the course of the past five years to see trends in their fitness levels. there were too many partial and medical waivers in the DBR.
- PME not accurately reflecting correcting; required extra homework.
- Verbiage in the section I and marking don't match.
- The most common discrepancies were fitness report date gaps and no documentation of required PME.
- PME.



Board Preparation

What was the most common discrepancy noticed during the board process? Continued...

- For me, it was PME completion validation.
- Incorrect billet assignments.
- PME not complete. Documents are in the wrong file.
- Fitness test, PFT/CFT, and HT/WT verifications.
- PME completion that did not register in DBR.
- PME incomplete and missing the latest FitRep.
- The lack of disciplinary history. This should be flagged immediately; board members shouldn't have to shuffle through 60 pages of contract material to find this. It must be flagged and presented front and center during board prep.
- SNCO PME incomplete.
- PME completion was the most common discrepancy clarification that we encountered. Sometimes it was listed as completed, but sometimes it was not, and we had to ask to make sure.



Executive Summary

The following slides present a concise executive summary of the most recent MSgt and MGySgt Selection Board survey. They highlight key trends, recurring themes, and performance gaps identified by board members. This summary also provides recommended actions to strengthen your preparation, performance, and overall competitiveness for future selection boards. All insights reflect the perspectives and personal opinions of the board members who served on the FY26 MSgt and MGySgt Selection Board



Executive Summary

Top Trends

- **Performance is King:** Consistent, high performance in primary MOS (PMOS) and key billets is the most critical factor for selection. MOS credibility and technical expertise are vital for MSgt/MGySgt promotions.
- **Relative Value & Comments:** Relative value (RV) markings and RS/RO comments are heavily weighed, with emphasis on alignment between the two. Disparities between RV and comments often hurt competitiveness.
- **PME Completion:** Being PME complete is essential for promotion eligibility. Incomplete PME was the most common discrepancy noted during the board process.
- **Military Appearance:** Height, weight, body fat percentage, and fitness scores are important indicators of military appearance, especially in the absence of photos.



Executive Summary

Key Insights

- **MOS Credibility:** Marines with sustained performance in their PMOS, MOS-enhancing PME, and progressive MOS schools are viewed as highly competitive. Time spent outside PMOS, especially in multiple SDAs, can negatively impact MOS credibility.
- **Letters to the Board:** Letters explaining adversity, missing documents, or providing updates on performance are beneficial, especially when concise and focused on accountability and improvement.
- **Assignment Diversity:** While diversity in assignments is valued, performance in PMOS remains the priority. Marines should aim for upward growth in key billets and avoid excessive time outside their MOS.
- **Adversity:** Adversity in grade significantly impacts competitiveness, especially if recent or related to moral/ethical issues. Marines who address adversity with a rebuttal or letter and show improvement are viewed more favorably.



Executive Summary

Common Gaps

- **PME Incompletion:** Many Marines fail to complete required PME, which is a critical barrier to promotion.
- **Missing or Inconsistent Records:** Missing FITREPs, date gaps, and incomplete documentation in OMPF were frequent issues.
- **Misaligned RS/RO Profiles:** Discrepancies between RS/RO comments and relative value markings were common.
- **Fitness Standards:** Multiple medical waivers, partial PFT/CFT scores, and high body fat percentages without explanation negatively impacted competitiveness.



Executive Summary

Recommended Actions

- **Ensure Record Accuracy:** Regularly review and update OMPF to remove duplicates, upload missing documents, and address date gaps.
- **Complete PME Early:** Prioritize completing required PME and MOS-enhancing courses well before the board convenes.
- **Communicate with RS/RO:** Collaborate with RS/RO to ensure comments and markings align and accurately reflect performance and competitiveness.
- **Address Adversity:** Submit clear, concise letters to the board explaining any adversity, missing records, or discrepancies.
- **Focus on MOS Credibility:** Pursue MOS-specific PME, progressive schools, and key billets to demonstrate technical expertise and upward growth.
- **Maintain Physical Fitness:** Achieve and sustain 1st Class PFT/CFT scores and meet height/weight standards. Address medical waivers or partial scores with clear documentation.
- **Plan Career Progression:** Develop a professional development plan aligned with the MOS roadmap, including civilian education and technical training.

Point of Contact

Contact the Career Analysts today to receive
an individually tailored career counseling.

Email: ecounselor@usmc.mil

Website:

