

FY25 SSgt Selection Board Debrief



Headquarters, United States Marine Corps
Manpower Management Records and Performance
Enlisted Career Analysts (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**
- **Contact Information**



FY25 Staff Sergeant Board Stats

- **FY25 SSgt Board consisted of a total of 6,253 Marines**
- **Failed Selection 2,037 (32%) from the Above zone and In zone**
- **Selection Rates by zone:**

Zone	Total	Selected	Selection Rate
Above Zone	1,418	688	49%
In Zone	4,700	3,405	72%
Below Zone	135	123	91%

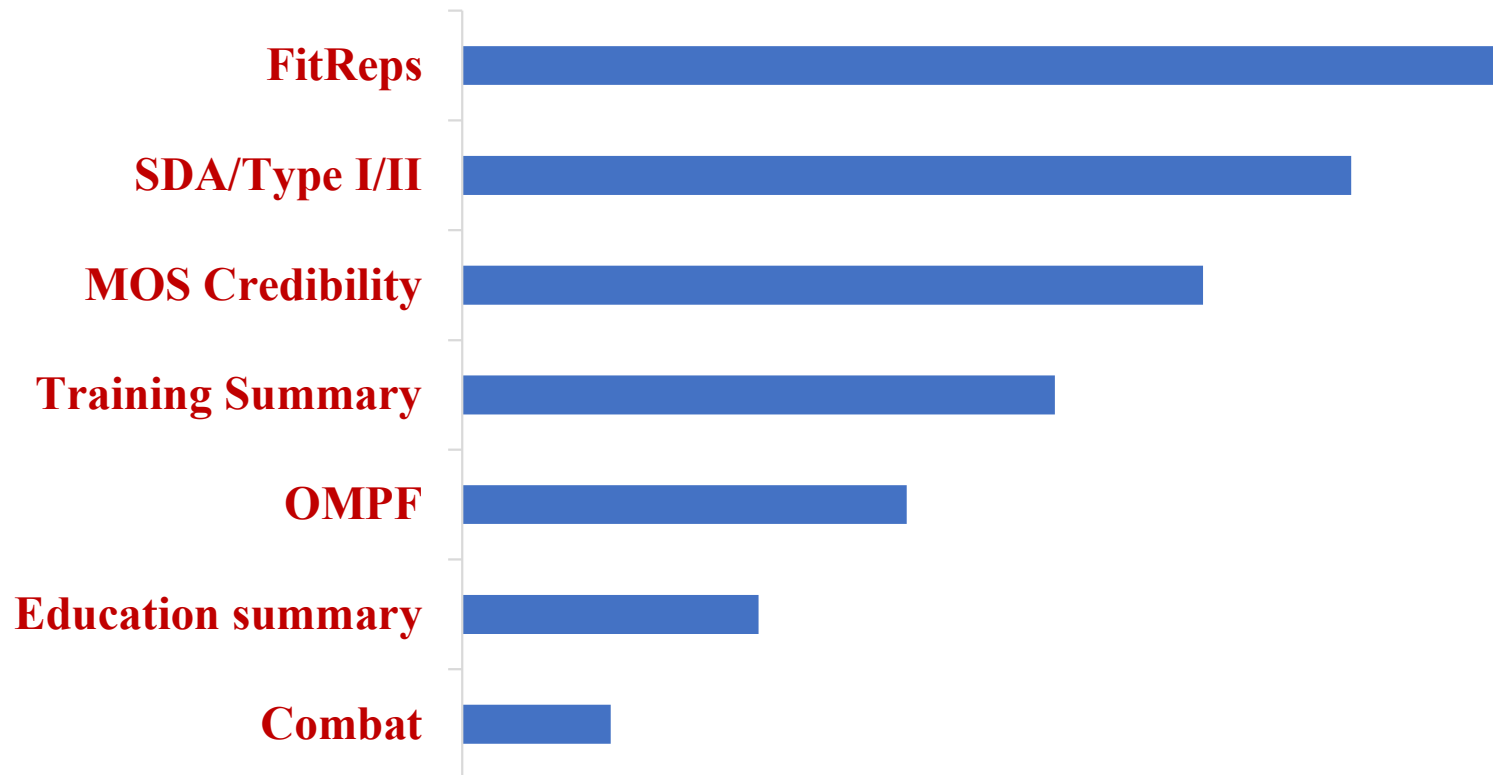
- **445 (7%) of Marines were PME incomplete:**

Zone	# PME Incomplete
Above	125
In	319
Below	1



Performance

How would you rank these competitive factors?





Performance

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

Section I and K Comments



RS/RO Summary (Bottom of MBS)



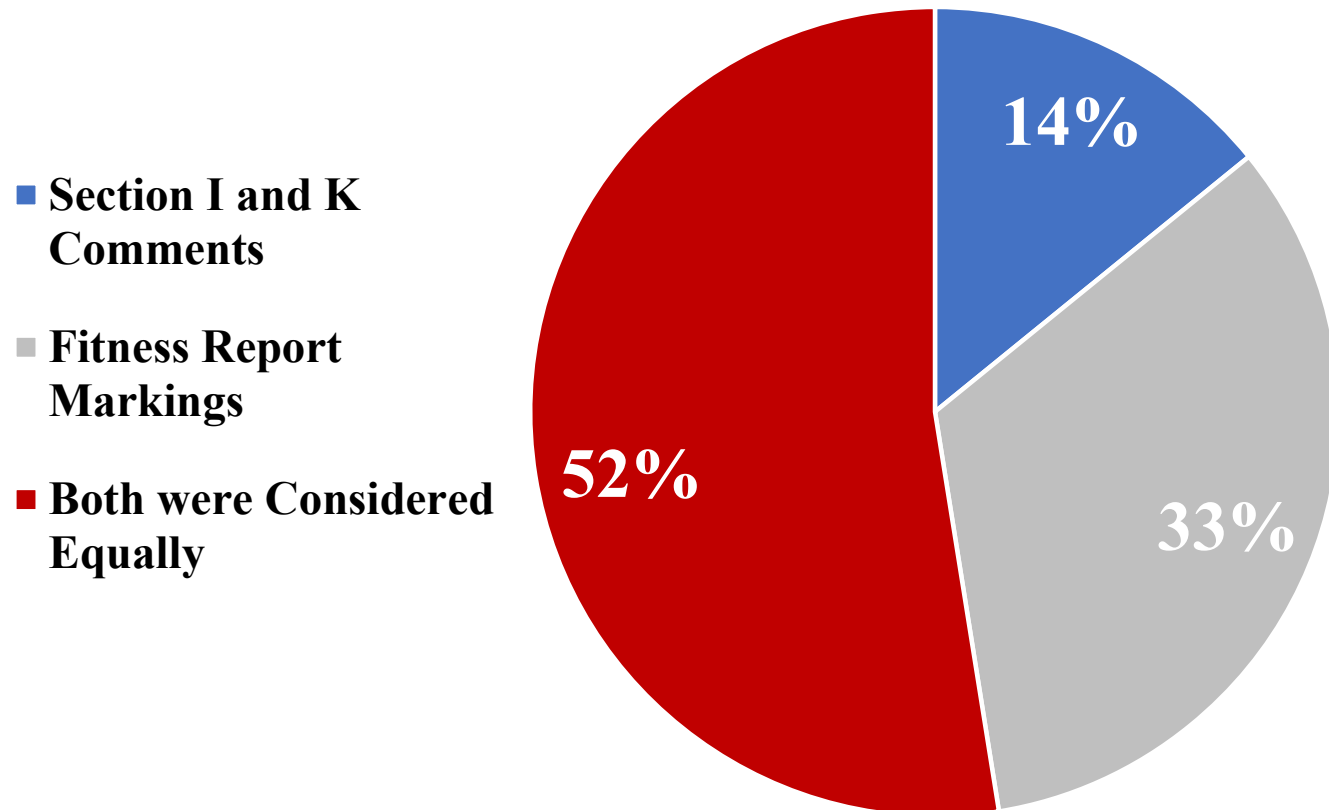
Individual Report RS and RO Markings





Performance

Which area did you rely on to paint the overall picture, the Marine's fitness report markings or section I and K comments?





Performance

When fitness report markings conflicted with section I and K comments, which one did you lean towards and what context determined your decision?

- Fitness report markings were my go-to.
- Section I
- Fitness report marking AVERAGES (MBS RO/RS Summary) were weighted the most heavily. Section I/K comments were consulted, but with less weight than the MBS markings. I did not consult individual report markings because they give little information without understanding the RS or RO profile (ie, a "C" for one RS is not the same as a "C" for another RS)
- When this occurred which was more often than I thought it would, I looked at the report markings to make the determination. People lie and numbers do not.
- Section I & K comments. The FITREP markings helped when assessing records, but I would rely on the comments if the two were not aligned.
- I leaned more towards the markings for conflicting data. More times than not, RSs and ROs use nice language instead of painting an accurate picture. Words and people lie; numbers don't. Too many RSs and ROs "protecting their profile".
- The numbers don't lie; fitness report markings take precedence. However, context matters. If the scores and comments conflicted, I examined trends, measurable indicators, and peer comparisons. Over time, patterns revealed whether an anomaly existed or if the ratings were justified. Data-driven assessments guided decisions.
- I leaned towards the section I and K comments. Some RS had no profile to it was easier to see how they evaluated the Marines by the words they choose to describe them and their work efficiency. Did they use heavy hitting but easy to understand words, did they fill up the block or go into the addendum? I also looked at if the RO just put concur or they just copied what the RS. RO going out of their way to make their own assessment added value. RS/ROs not putting a promotion recommendation seemed lazy and not engaged so the benefit of the doubt went to the Marine based on other factors in their record.
- When conflicts arise between Section I/K comments and report markings I lean towards the markings of all MRO's reports and less on the individual report in question.
- Leaned towards markings as majority of comments are rubber stamped IMO unless the Marine is a rockstar or severely underperforming.



Performance

When fitness report markings conflicted with section I and K comments, which one did you lean towards and what context determined your decision? Continued...

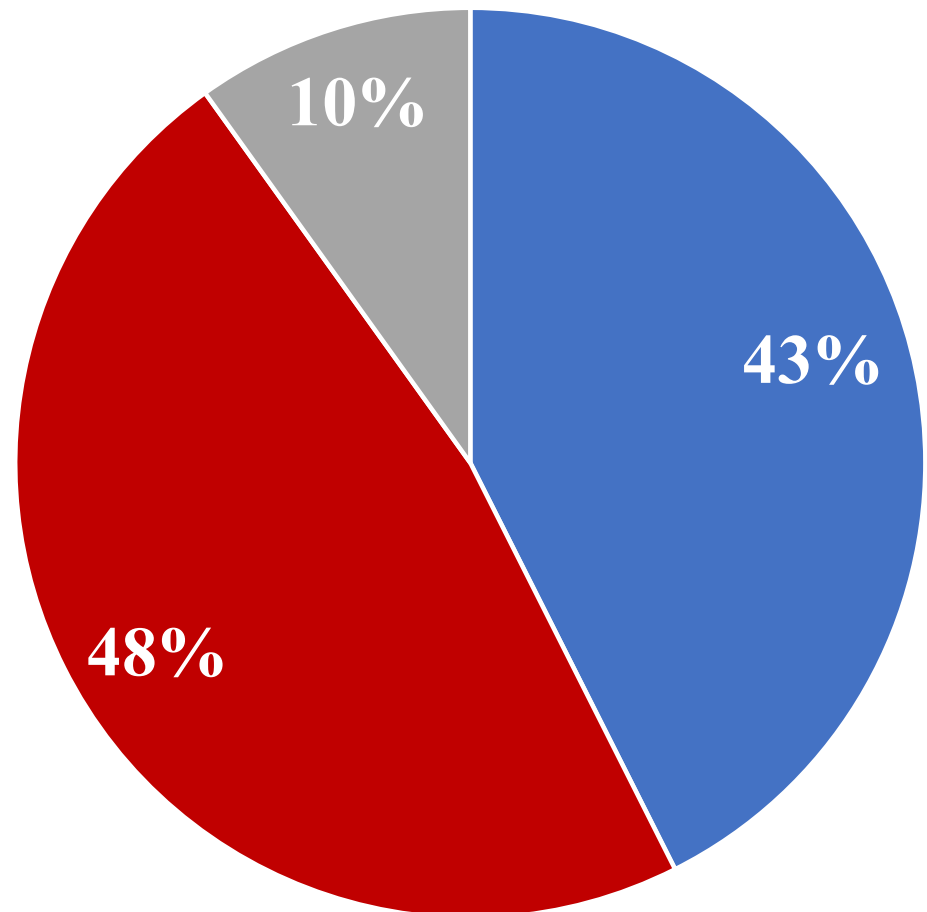
- Usually toward section I and K comments, especially if RO/RO had small profiles. If RS/RO had large profiles and it did not appear to be from an already highly screened population such as MSG, the markings might have been more insightful.
- When both conflicted with each other I lean more towards section I and K.
- Primarily report markings but if a note stood out, I would adjust my score based on that fact. Filling the I & K comments with numerous billet accomplishments that were already listed in the billet accomplishments section was extremely unhelpful as it distracted from the description of the Marines performance.
- When section I and K comments conflict, I read the comments to ascertain the reason for the conflict. I don't lean one way or the other.
- Leaned more towards the markings, unless there were any substantiating remarks in the I and K comments that explained why their markings were not in line with the comments.
- Marking, in order to force RS's to stop trying to save their profiles.
- Comments, when identifying MRO was filling SNCO billet or RS/RO clarified regarding a competitive profiles. Ex. "Markings do not reflect high performance as I have a highly competitive profile of specifically screened and highly qualified individuals, MRO is top X of Sgts."
- The history of the RS/RO gradings mattered to me; the one with the most fitness reports or sound descriptions of that Marine would help me.
- Section I and K comments, as it presented a concise descriptive word picture of SNM.
- I tended to lean toward the Section I & K comments, but I would take markings and how robust the RS/RO profiles were into considerations. In cases where the RS/RO did have pretty robust profiles I would put a bit more weight on the markings when taking my decision into consideration.
- I believe the overall value of the report should reflect the performance of the Marine. A Marine who performs above average should be rated accordingly on the Fitness Report.



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

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

- "MRO already acting in the capacity of an SNCO. Would serve with SNM in any capacity. Board member promote this Marine now."
- Recommend for promotion ahead of peers
- Significant value if recommended for "accelerated promotion", "promotion ahead of peers", or other comments to that effect (ie, recommendation for WO program or commissioning)
- Tangible results and a holistic honest picture of the marine.
- Comments that deviated from the "recommend promotion and retention." Statements like "it is in the best interest of the Service to advance and retain this Marine" and "the Marine Corps should do whatever it takes to retain this Marine" were helpful. I also liked "we need to move mountains to keep this Marine in" and "I'm so confident in this Marine's ability that I trust him with my life every time I get in my aircraft."
- "I would serve with this Marine again. I would see out and serve with this Marine again. This is the Marine you would want to serve with in combat."
- Comments that enhance a Marine's competitiveness reinforce leadership, performance, and readiness for greater responsibilities. Phrases like performing at the next highest grade, ready for promotion now, is a SSgt wearing Sgt chevrons, promote immediately, and promote ahead of peers emphasize strong performance and capability. These remarks signal that the Marine is excelling beyond their current rank, demonstrating the ability to operate at a higher level, and should be seriously considered for greater responsibility.
- "Already a SSgt, out preforms current SSgts, top of the profile, number 1 Sgt, Any comments made in the section I and K that matched the Marines record."
- "Excelled while serving in a billet reserved for a SNCO. Versatile leader able to manage complex problems and provide tangible solutions. Brief as a 6!Accelerated through qualifications ahead of peers. Anything that mentions how MRO is ahead of peers. Ready for SSgt/SNCO/promotion now."
- "-Promote Ahead Of Peers-this Marine Is Already Serving At The SNCO Level-best Sgts I've Worked With In My Xx Years Of Service-would Serve In Combat With This Marine-my Rs High...."
- Ahead of peers, at first opportunity, Promote Now!



Performance

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

- Serving in a billet of a higher rank and the period of time they served in it. How the Marine stands out among their peers. Their ability to make decisions with only commander's intent. Their ability to influence other Marines. Their ability to be innovative.
- Things that added value to are what the Marine had done and the recommendations for the marine.
- This is the number one Marine in my profile
- The sections I and K comments that add value to the Marine are the ones that explain their profile. As a board member, I want to know if the Marine is below average or above average in the Marine Corps. I want to know if the RS has a competitive profile because they have had really good Marines. Comments such as "I have a competitive profile. 100% of Sergeants in my profile are now Staff Sergeants" help me determine the Marine's competitiveness.
- Comments such as "consistently surpasses his peers while excelling in a position typically held by a SNCO" / "Should be promoted immediately" / "Is already performing at a level above his/her grade" / "Is beyond ready to assume the next grade"
- RS/RO detailing MOS standout billets that were not captured otherwise in the record; "MRO filled GySgt billet for 9 months."
- Promote now, would service with them again/would what my child to service with them, type of Marine to keep in our Corps are some examples. Also, painting the picture of what SNM has brought to the table... extra duty billets or work environments.
- "Promote now", "Beyond qualified, and prepared", "Promote immediately."
- The more qualitative comments were most useful for me. Additionally, the recommendations for promotion would align, more often than not, with the markings/RV that was given to the Marine. For example, the comments that restated billet accomplishments were not helpful when they didn't add context as to how the Marine performed/accomplished those duties. The most useful were comments regarding the type of leader, mentor, or how they have (or have not) distinguished themselves from their peers.
- Comments addressing the Marine's leadership capabilities and potential for future leadership roles, as well as remarks highlighting proficiency and credibility within their Military Occupational Specialty (MOS) and performance in billets outside of their Primary MOS.



Performance

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

- "Promote with peers. Needs of the Marine Corps."
- Do not recommend for promotion with contemporaries
- limited comments (ie, lots of blank space) spoke volumes. Whenever comments mentioned the need for supervision or works well under supervision, that detracted from competitiveness
- No tangible results in their billet or meaningless filler words.
- Recommending a Marine for an enlisted to officer program yet placing them in the middle of lower on the RO comparative assessment. Also, I did not view "recommend promotion with peers" as helping the Marine, but it was better than no promotion recommendation.
- "Any statements regarding MRO completing tasks assigned and not elaborating on extra duties they accomplished without tasking. ""Completes tasks within their rank/or assigned billet" "Any comment stating they are ""gaining experience, credibility, or qualifications"" that the MRO should already have."
- Comments that take away from a Marine's competitiveness often subtly undermine their readiness for promotion. Velvet daggers, polished yet critical phrases, can create doubt without sounding overtly negative. Remarks like working towards, with supervision will be able to, has the potential to be, suggest that the Marine is not fully prepared to operate at the next level. Additionally, send to resident PME is not applicable to enlisted Marines and can indicate a misunderstanding of their career progression. While seemingly neutral, these comments can limit opportunities by implying a need for further refinement rather than immediate advancement.
- "Lynchpin and technical acumen were heavily used it didn't add value to me seemed cookie cutter. Ready for increased responsibility within the workspace or send to PME when the RS and SNCOIC are the driving forces of that. Why are you telling the board that? Only let the board know if the Marine wasn't able to attend PME or was afforded but choose not to. "
- "Able to complete assigned tasks. Able to complete requirements with supervision."
- "Promote with peers (slightly took away)-not recommended for promotion-do not promote at anytime"



Performance

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

- Restating billet accomplishments. This was sometimes relevant if there was a specific accomplishment the RS or RO wishes to expound upon. For example, if they want to describe how innovative the Marine is and they talk about how they identified a better way to use a piece of equipment. However, the majority of the comments from recruiting which seemed to mostly cover statistics during that period didn't do anything for the Marine because there was no context behind them.
- Comments like promote with peers, needs of the Marine Corps and marine do what is required.
- Repeating billet descriptions. Comments on attributes that were not supporting with the marks in the report. Thesaurus based statement. ex ""MRO has gone above and beyond in his current billet"" is confusing when it is changed to something like ""MRO has evinced a degree of supererogatory diligence and indefatigable exertion verging on the quixotically hypermetropic""."
- Promote with peers. To me, this means the Marine is average. In competitive MOSs, average Marines don't always get promoted.
- Promote with peers / Completes tasks as required / With continued experience/development this Marine shows potential for more challenging billets
- At the cost of the Marine Corps, along with peers
- Comments that noted the Marine could not lead themselves or operate without being micromanaged: Met standard; When supervised can complete tasks; Promote at needs of the Marine Corps.
- Needs oversight and promote below or with peers...
- Performance to the standard, Requires oversight, Able to perform adequately.
- There were common phrases/sentiments used by RS/RO's that would indicate that a Marine needed more time to develop. For example, statements that spoke to the fact that the Marine can complete tasks with supervision or extensive oversight were definitive indicators to me that the Marine is likely not ready for greater responsibility.
- Comments should not just reflect the Marine's billet accomplishments; they should bring them to life by illustrating how their actions positively impacted the Marines under their leadership or contributed to the success of the unit and its mission.



Performance

What are examples of valuable promotion recommendation comments?

- A must for promotion
- Fire and forget weapon. Long ball hitter.
- Recommended for accelerated promotion; recommended for promotion ahead of peers; recommended for commissioning program, MECEP, ECP, or Warrant Officer program
- Promote at first opportunity. Promote at first look. Promote well ahead of peers. Promotion is just a formality as they are already acting in a SNCO capacity.
- Must promote ahead of peers with the corresponding RV and comparative assessment.
- Promote now; Promote yesterday; Promote ahead of peers, now; Enthusiastically recommend promotion ahead of peers.
- Promote immediately operating at the next level. Promote ahead of peers consistently exceeds expectations. Ready for increased responsibility demonstrates leadership beyond current grade. Sets the standard for performance excelled in all assigned duties. Displays the maturity and decision-making required at the next rank.
- Already a SSgt, out performs current SSgts, top of the profile, number 1 Sgt,
- Ready for the next rank now. Stands head and shoulders above peers, promote and retain now. Retain at all costs.
- If SNM truly is the bees knees then they need to be graded appropriately.
- Ahead of peers, as soon as possible, next opportunity, with highest qualified peers, promote now. However, none of these alone will determine the number of the vote. They must be explained.
- Promote ahead of peers, most promote and the best in what the Marine does
- This is the number one Marine in my profile. Promote ahead of peers
- Promote ahead of peers (if it matches marks. If it doesn't match, the RS/RO loses credibility.



Performance

What are examples of valuable promotion recommendation comments? Continued...

- "This Marine is already performing at the level of a SSgt" / "Consistently produces outstanding results" / "Exceeding all expectations" / "I would actively seek to serve with this Marine in garrison or combat" / "Promote immediately" / "Promote at first look"
- Ahead of peers, at first opportunity, Promote Now!
- An absolute must for promotion at first opportunity; Promote ahead of peers; Promote Now.
- What the Marine did to effect the mission and Corps; impact.
- "Promote now", "Beyond qualified, and prepared", "Promote immediately."
- Above average performance examples: Promote Now. Promote at First opportunity. Promote at first look. Average performance examples: Promote with peers. Recommend promotion. Below average performance examples: promote at the needs of the Marine Corps.
- Highly recommended for promotion ahead of peers.



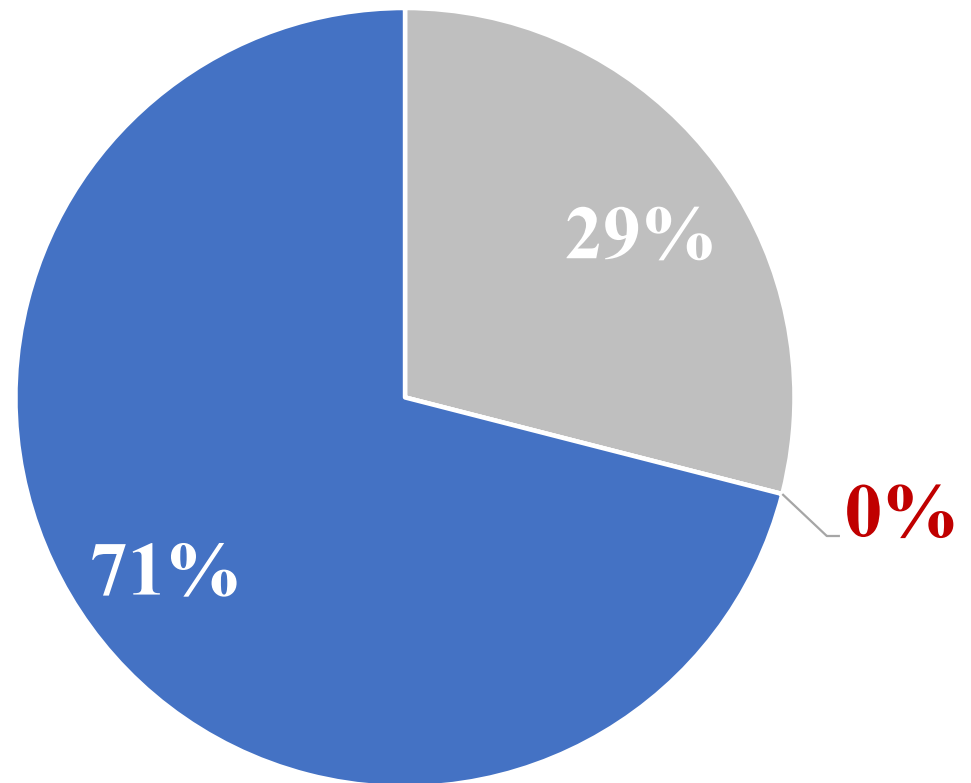
Performance

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

■ Yes

■ No

■ Depends on Additional
Context

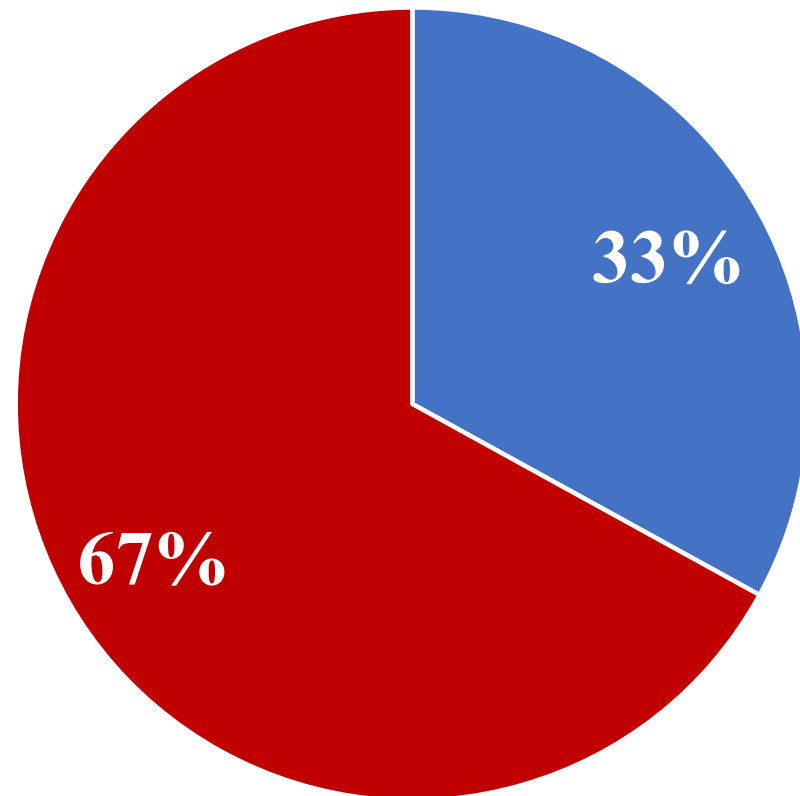




Performance

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

- Cumulative in service
- Cumulative in grade





Performance

**How is it viewed when the RS and RO markings conflict?
e.g. RS marks Marine high and RO marks low or vice versa.**

- Not ideal, but it was determined by looking at each fit rep to come up with a better understanding of the marking conflict.
- RO markings weighed heavier
- It is viewed poorly on the RS and RO....make your words match your numbers.
- Just that the RS and RO do not see eye to eye with the Marine. Not bad nor good.
- Depends on the MRO billet, length of the report, and the rank of the reporting officials.
- If the RS profile is small, it is a moot point point, I would lean towards the RO profile. If the RS had an established profile I would lean towards the RS profile. It makes things more challenging to decipher but not at the fault of the MRO.
- Conflicting RS and RO markings draw attention and require scrutiny. If the RS rates a Marine high but the RO marks them lower, it can signal inflated evaluations or differing perspectives on performance. If the RS marks low and the RO rates higher, it suggests the Marine's impact may be better recognized at the higher level. Either way, inconsistency forces a closer look at past reports, objective performance metrics, and peer comparisons to determine the Marine's true standing. Alignment between RS and RO strengthens credibility, while mismatched evaluations warrant further assessment.
- Depends on how many reports the RS has. If they are established, then the RS as they are directly with the Marine. Also, other reports are viewed to gain better understanding of the Marines performance.
- This depends on the seniority of the RS and RO (i.e. are they both the same rank or is the RS a 2ndLt and the RO is a Maj or LtCol); as well as the depth of the profiles. The weight and value I placed on reports from an RS with less than 10 or so reports was simply different than profiles with 50 or more. The same applies with the ROs. When this type of conflict happens, I more frequently went to other reports to gauge the Marine's performance.



Performance

How is it viewed when the RS and RO markings conflict? e.g. RS marks Marine high and RO marks low or vice versa. Continued...

- If the RS has a large profile, their view was more valuable. If their profiles are closer to the same size, the comments helped determine who had a better view of the Marine. It would often be the RS since RO comments often paraphrased everything the RS was saying.
- I viewed it as they are not communicating with each other.
- I would generally go with the RO marks but I would also look at the size of the profile.
- I tend to give more credibility to the RO when there is a conflict in marks between the RS and RO.
- When markings conflict it does not paint a good picture of the Marines overall performance. Have to rely on section I & K comments to determine the Marines performance
- unfortunate for the Marine, it doesn't provide a clear picture of the Marine
- Both provided context, but the comments provided the best picture of who was providing fair observation of the MRO. If RO remarks were not detailed or read as rubberstamped, the RS weighed more regardless of if it was higher or lower.
- The RO's view would most likely stand out.
- RO markings are more weighted. I assume the RS spends the kneecap-to-kneecap time with SNM, and most likely the RO would concur and amplify these statements, if a conflict occurred then then the RO's comments were weighted more.
- The additional context of other reports is what would give me a good idea of what is closest to the reality for that Marine. When looking at a report like that alone I think I would tend to put a bit more weight on the RO's comments if they had been in a billet where I could tell that they had meaningful interaction with the Marine. Conversely if it is the case where it is apparent that the RO had sufficient but not meaningful interactions with the Marine I would put more weight on the RS comments.
- I would assess the report as falling somewhere between the evaluations provided by the RS and the RO.
- If it was a one off, then it was ignored within the data set and the overall trend was looked at instead.



Performance

What was the impact of the size of an RS/RO's profile when reviewing Marines' records? (Seasoned profile vs. new profile)

- Highly impactful, it gives a better understanding of the caliber of Marine being marked on.
- A mature profile was more meaningful than no profile.
- little impact.
- I did assign more weight to a more seasoned profile.
- Always lean to the seasoned profile. The influence and impact of the established profile is greater and a better tool than a new profile.
- The size and experience of an RS/RO's profile significantly affected the evaluation of a Marine's record. A seasoned profile carried more weight, offering a broader comparison against numerous Marines, making rankings more reliable. High marks in a well-established profile were harder to earn and held greater credibility. Conversely, a new profile had less historical data, potentially leading to inflated or overly conservative markings. Marines evaluated under a newer profile might be viewed with caution until the evaluator's trends became more established, making consistency and justification in comments even more critical.
- I appreciated the comments explaining the profile issues the RS/RO were having so it wouldn't impact the Marine.
- The size of the profile has more impacts for the middle 80% of Marines. For the top 10% and bottom 10% of Marines, the size of the profile has less impact because these Marines stand out on their own. Seasoned profiles still have PES discrepancies.
- It does matter, understanding the dynamic of the environment was important to me.
- Seasoned profiles were more greatly weighted as it can imply a comparison of a larger portion of the MOS as opposed to a smaller portion of the MOS.
- Having a seasoned profile did give a better indicator of how accurate the relative values fit to the Marine. Though just having a profile did help to give a sense of where the Marine fell, especially in the case of those in the middle of the pack. The only thing that was unhelpful was when the Marine had almost all of their reports written by RS's without profiles.
- Having an above average report in a seasoned profile definitely held more weight than in new profile.



Performance

What was the impact of the size of an RS/RO's profile when reviewing Marines' records? (Seasoned profile vs. new profile)

Continued...

- If it was a larger profile the markings might have been considered more accurate. However, there was also context to consider. For example, if an MSOC XO and Commander were the RS and RO and they were writing on a communications Marine, their profiles might be skewed because their profiles would also be full of CSOs. This was similar to MSG RS/ROs who often had large profiles but they seemed skewed.
- That didn't impact negative to me.
- Seasoned profile if preferred but if this is not the case the comments can make or break the fitrep.
- It doesn't impact my vote, but it takes time for me to decide. When there is a new profile, I look more closely at the comments, billets, awards, and training. The Marine is not penalized for a new RS/RO profile.
- Seasoned profiles hold more weight than profiles that are not well established.
- In Theory larger profile equals more experience, which means their recommendations should hold more weight.
- The profiles of the RS/RO helped provide context to which had more experience evaluating Marines to better provide fair markings. A new RS with high marks didn't outweigh an experienced RO giving average-performance marks with comments to support.



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?

- 12 month held more weight than a 4 month because the RS/RO had a better understanding of the Marine's potential.
- No not really, the results and accomplishments of the Marines' work is what matters.
- No, I assigned more weight to the longer report.
- All observed reports were viewed the same, the section I and K comments would be leaned on more heavily in shorter reports.
- The length of a fitness report mattered, but performance during the reporting period was the deciding factor. Some Marines had exceptional short reports that carried significant weight, while others had average or below-average 12-month reports that didn't strengthen their competitiveness. A longer timeframe allowed for assessing consistency, but a Marine who excelled in a shorter period still stood out. The focus was always on impact, leadership, and effectiveness, not just duration.
- Yes, the shorter reports if good reports were positive for the Marine. If a shorter report wasn't the best, then I didn't weight it negatively on the Marine unless it was adverse.
- Significant impact for varying reasons. A short fitness report that was exceptional, and the Marine has sustained performance, before/after/beyond that report - stands out. Conversely, longer duration reports that mark the Marine average or below average also tell a story. I tried to not look at reports in a vacuum and look at the record in totality.
- A full 12 month annual carried a little more weight than a 4 month.
- In my evaluations yes, the length was not a significant factor. Though again it depends on the context. When a Marine had few observed reports, the length did become a consideration due to limited factors to assess.
- Greater weight was given to sustained performance or consistent lack of performance, as opposed to evaluations based on shorter periods of observation.



Performance

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

Continued...

- Yes. If someone had a history of lower reports with several being in the bottom third, but the last was a 12 month at RS/RO high that last report was more valuable in making the determining. The opposite could also be true.
- No, it didn't, I understand that depending on what you do and go can affect the length.
- No it did not make a difference in my grading.
- The longer reporting periods hold more weight than the shorter reporting periods.
- No, what really mattered was how the Marine was performing in most recent reports.
- Yes, the more observation time the better
- Yes, a 12-month report as a Platoon Sgt with above average marks gave better context to the potential for success, unless a shorter report highlighted exemplary performance. The longer reports reflect sustained performance rather than capturing small moments of motivation.
- Overall yes 12 month is great however I wanted to see growth.
- This was dependent on the type of Fitness Report, a short fitness report from a schoolhouse, TAD, exercise, or deployment, of value would be weighted similarly to a 12-month unit fitness report.



Performance

How do you evaluate a Marine's competitiveness when there is no documented performance (i.e., FitReps or only JEPES) in grade in their PMOS (e.g., Marines on SDAs, recently LatMoved, lengthy schools, etc.)?

- Marine needs more time in the institution and be graded by a senior leader.
- I looked at their previous performance history
- Evaluate based on performance where they are (bloom where planted); and consider advanced in MOS schooling as well
- Look at awards and education outside of the Marine Corps.
- Looking for indicators of a desire to excel (e.g., awards, PFT/CFT, certifications, civilian education).
- You cannot, especially in a new MOS. In instances like this, it would be OVERWHELMING helpful for the MRO to submit letters from at least their RO and RS.
- When a Marine had no documented performance in grade within their PMOS, their competitiveness was determined by any available data that demonstrated high performance. Rifle and pistol scores, PFT/CFT results, MCMAP belt levels, college education, PME completion, and any awards or recognitions all played a role in assessing their potential. The goal was to find tangible evidence of excellence and consistency, ensuring the Marine stood out despite the absence of traditional evaluations like FitReps.
- Everything else in the record. Military education, physical fitness, PME etc
- Depends on the entirety of the record. For some Marines that LatMoved, they have not completed all their requirements. That makes them less competitive than Marines who have completed all their requirements.
- Negatively. Sure we're promoting them on future potential. But just because you were a decent grunt doesn't mean you're going to be a decent airframe mech....Now if these were stellar marines who were already performing at a high level, and comments said that they were doing duties outside of their PMOS etc., then it showed ability to bloom where planted and lack of new PMOS performance wasn't as negative.
- Leveraging JEPES and accessing advanced schooling and training data, the objective was to align the individual with the "Whole Marine Concept," focusing on the integration of all facets of a Marine's professional development.



Performance

**How do you evaluate a Marine's competitiveness when there is no documented performance (i.e., FitReps or only JEPES) in grade in their PMOS (e.g., Marines on SDAs, recently LatMoved, lengthy schools, etc.)?
Continued...**

- Looked into awards write ups if available. There were a few that could only go off of JEPES but this was rare.
- I would use everything that are given to me, PFT, CFT, awards and so on.
- Comments on a fitrep play a crucial role in this case if there is no additional material available. As the question states when there is no documented performance there is no way to critique a performance. If there are no fitreps available a letter is helpful in this situation.
- I had to rely on past experiences to determine where I thought the Marine was today. In most cases, I gave the Marine a lower score if they didn't have documented experience in their MOS. Documents OJT or awards in the MOS in place of fitreps.
- JEPES markings, PFT/CFT, Education Summary and awards. Even though we did have those cases there was typically some form of comments in the unobserved reports that helped paint the picture of the Marines performance.
- Went off what information was available. If there was only JEPES in MOS, that's what helped determine marks. Average performance in prior MOS equaled to average/below average marks for the LatMove if there was nothing in the record to indicate otherwise, such as being MOS school Honor Grad for new MOS.
- I evaluated the Marine off performance and if they did an SDA even higher.
- SNM's training summary, and service, and commendatory information will inform the recommendation.
- I tried to still give them a fair look and just evaluate performance while on said SDA. For those that Lat Moved, I would take their previous MOS performance into greater consideration when present and if not, it was difficult to have a good picture and I would have to fall back on JEPES, awards, anything else in the record that could speak to how this Marine performs.



Performance

How was performance evaluated when a Marine only had JEPES and no observed Fitness Reports?

- Objective training, college degree completion, awards and other combined factors helped in my evaluation.
- I assumed average RS/RO marks in my calculation and utilized the JEPES and word picture to add value.
- I didn't really take them into account, because JEPES as a JR Marine can predict behavior or work ethic, however it doesn't tell me anything about how this Marine is going to perform at the SNCO level.
- Look for indicators of potential to excel (e.g. awards, training, certifications, volunteer opportunities).
- If the MRO had awards then I would lean into the award SOA for context on their performance. If they had no awards and only JEPES, it is almost impossible to determine their aptitude due to the JEPES marks being so subjective and not getting additional context.
- When a Marine only had JEPES and no observed Fitness Reports, their entire record had to be carefully scrubbed for indicators of performance and potential. JEPES markings provided some insight but lacked the depth needed for a full evaluation. Awards played a significant role, especially those earned in grade, as they directly captured and validated performance. Consistency in achievements, leadership opportunities, and any documented recognition helped build a clearer picture of the Marine's capabilities in the absence of traditional fitness reports.
- I looked at the entire record to see what the Marine was doing to help themselves secure a promotion. If the record was scarce or no comments in the non-observed reports then it wasn't favorable to the Marine. RS/RO still have the ability to leave comments on non-observed reports so the reports that had those were positive for the Marine.
- Between 4 - 4+ depending on the JEPES and other substantiating records, i.e. awards citations, lower-level awards, meritorious promotions, training records, etc.
- Negatively. JEPES markings are rubber stamped for the most part. They really only serve to confirm the tail ends of the spectrum.
- The only available factors were JEPES, award verbiage if present, and the presence or lack thereof Adversity in the record. At best Marines in that situation were viewed as average, as long as they did not have significant adversity and were in standards.
- JEPES crucial in allowing board members to see observed performance of the Marine.



Performance

How was performance evaluated when a Marine only had JEPES and no observed Fitness Reports? Continued...

- Other material was also referenced such as awards write ups and training.
- To me it was evaluated a little less, not much.
- Using JEPES marks, training summary, awards, etc.
- This happened in only a few cases, and those were in non-competitive MOSs. I used the data available to make the determination.
- PFT, CFT, MCMAP, and Education Summary, along with JEPES markings were evaluated to determine where the Marine would most likely fall at that point. Due to some MOS's training pipeline Marines do not get evaluated reports, but for the most part there would still be comments to go off of in the unobserved report to help paint the picture of the Marines performance.
- Some impact, not heavily weighted
- Same as if there was FITREPS; average JEPES marks point towards average FITREPS; exceeding JEPES in conjunction with all other available information was used to inform recommendation.



Performance

How was it viewed when a Marine had both Fitness Reports and JEPES markings? Which was given more weight/consideration?

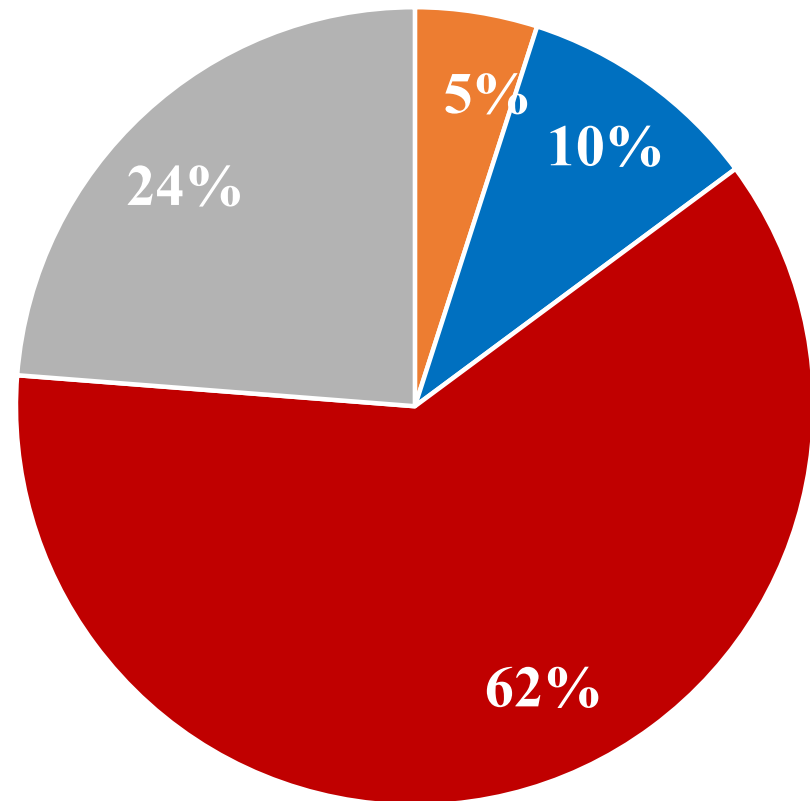
- Fitness reports held more weight, the JEPES marking helped reinforce the performance the Marine had in overall service.
- JEPES scores was not helpful to me
- RO/RS summary was most heavily weighted
- Fitness reports are leaps and bounds above JEPES, again fitreps give me a picture of potential on how this Marine will perform as a SNCO.
- FITREPs and then JEPES.
- FITREPS, without question.
- When a Marine had both Fitness Reports and JEPES markings, Fitness Reports carried the weight in evaluations. JEPES markings were only considered if the RS had no profile, serving as a secondary reference rather than a primary factor. The detailed assessments within Fitness Reports provided a more comprehensive view of performance, leadership, and competitiveness, making them the dominant tool for evaluation.
- Fitness reports were given more weight/consideration when able.
- FitReps were more valuable. JEPES were only valuable in determining a pattern as needed.
- The Fitness Reports would carry more weight, but the JEPES would also contribute.
- Fitness Reports.
- The JEPES marking didn't affect my vote if the Marine have fitness reports.
- FITREPS were given more weight and consideration than JEPES.
- FITREP, most recent performance reviewed
- FITREPS weighed more, JEPES helped further confirm the MRO can learn and grow or sustained performance.
- It's a combo, however you have the past and the present.
- Fitness Reports have the greater weight, but the JEPES could show consistency, growth or decline.
- FITREPS were definitely given more consideration over JEPES. Though again in cases of average or below average performance and few FITREPS JEPES would need to be considered to see if the performance has been a constant or if there was a different story told by the JEPES.
- While the Fitness Reports carried greater weight overall, JEPES markings were also reviewed and taken into consideration.



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**





MOS Credibility

How was a Marine selected as an Alternate viewed in terms of competitiveness for this board?

- Highly competitive, unless Marine had adversity since alternate selection.
- Very favorable
- Added competitiveness
- They were usually graded higher than their counterparts unless they did not perform well in the year since they were selected as an alternate.
- I viewed them as competitive, but still assessed their overall performance, especially since the FY24 board.
- For me it had little impact. An alternate from last year is competing against a potentially new population, with different allocations, everyone got weighed equally.
- A Marine selected as an Alternate was generally viewed as competitive but not among the top-tier candidates for selection. It indicated they were close to being selected but fell just short compared to their peers. Alternates were often strong performers who met the standards but were edged out by Marines with stronger records, leadership evaluations, or sustained high performance.
- If they haven't done anything since the last board then that wasn't a consideration for me. They went back into the population with all others that weren't alternatively selected. You have to remain competitive.
- The board populations are different from when SNM was selected as an alternate and this board. Because the population is different, I did not provide much significance to a Marine being selected as an alternate from a previous board.
- Not much weight at all. Your record speaks for itself. This years competition is different from last years.
- For me it did give that Marine a leg up. Hearing them briefed as an alternate and then being able to assess their performance since their record was last in front of a board was helpful to gauge future performance of the Marine.
- If a Marine remained competitive, they were evaluated and briefed accordingly. However, it's important to note that they competed against a new cohort of Marines this fiscal year, and being selected as an alternate last year does not necessarily indicate increased competitiveness this year.



MOS Credibility

How was a Marine selected as an Alternate viewed in terms of competitiveness for this board? Continued..

- Special consideration was given to them. However, they were still evaluated the same way.
- The marine would select just the same as the other marines.
- More competitive, but if training was subpar and fitness reports did not reflect competitive status, being selected as an alternate held minimal significance.
- It did not hold any weight for me, what really mattered was how the Marine was performing in the most recent report.
- New year new look, if the Marine was still performing. that was all the proof needed.
- It did not play favorably if the Marine had not accomplished anything since their alternate selection (a training course, an exercise, deployment, or increase in performance.) It came off as a "good enough" mentality.
- It depends on the MOS; only a few MOSs had a competitiveness that made it to the Alternatives Selections.
- Consideration was given when evaluating current performance to that of the alternate selection of the identified FY, and it could inform recommendations.



MOS Credibility

How can a Marine show or capture MOS credibility?

- MOS related billets or certifications
- Keep your MBS up to date with training courses and AMOS's
- Tangible results in important billets. What they did and how it affected the unit or mos.
- Ensure all their MOSs and certifications are uploaded and work with the RS to include comments in the Sect I that speaks to their credibility as compared to other Marines they report on.
- Providing certs for additional MOS training, ensuring they are run on their MBS.
- A Marine can demonstrate MOS credibility through formal education, leadership positions, and tangible achievements. School certifications validate technical proficiency and specialized training. Holding key billets showcases applied knowledge and leadership within the MOS. Awards, especially MOS-specific or performance-based, highlight excellence and distinguish a Marine from peers. Consistently excelling in these areas reinforces expertise, proving mastery and competitiveness within the field.
- Put them in the billet accomplishments.
- Complete all required military education for grade/MOS; complete additional military education within MOS (i.e. requirements for the next rank); and serve in multiple billets within MOS to show versatility.
- Through billet assignments, and completion of MOS advance courses.
- When applicable ensuring AMOS's are loaded into the record, attending recommended MOS enhancing courses, attending courses outside of MOS to enhance them as a Marine in General, and lastly the Marine at the very least ensuring they have captured their MOS credibility in the reporting period within their billet accomplishments.
- Attend advanced MOS schools, strive to fill higher qualified billets within MOS, utilize non-resident options if available.
- Improve the MOS capabilities, Do the hard jobs like deployments and joint operations, Be selected to preform in a higher billet and preform them well, and Billet Description based of the MOS Smart Card.



MOS Credibility

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

- Serving in higher billets. Completing a variety of tasks and accomplishments in the range of capabilities associated with that MOS. Awards.
- By stating what SNM has accomplished and advance school.
- Qualifications
- Yes. A Marine can show or capture MOS credibility by education and RS/RO comments, such as "performing at the level of an experienced SNCO" or comments demonstrating a selective process, such as QAR, selected for x billet above peers, etc.
- The biggest thing that helped quantify this was section I&K comments such as "demonstrates high proficiency in his MOS, and flawless performance of all tasks" / "a true fire and forget weapon". Another thing that was considered was the amount of MOS training that was completed in the education summary, coupled with reports that highlighted performance in the MOS.
- PME, courses, training and how well they performed in billets.
- Performing in the job you are in. Completing 5 online PME courses doesn't outweigh being a below bottom or average performer being in an NCOIC billet.



MOS Credibility

How did you view MOS credibility in terms of competitiveness?

- High
- Was not impactful over overall performance
- Baseline MOS requirements did not add competitiveness, but additional training did add competitiveness
- Second highest on the list below fitreps.
- It helped the Marine if they were performing in their MOS.
- It was weighted in the top half of all factors.
- MOS credibility was considered, but leadership carried more weight in determining competitiveness. While school certifications, billets, and awards demonstrated technical proficiency and expertise, leadership showed the ability to influence, guide, and make decisions at higher levels. Marines with strong leadership traits, especially in demanding roles, stood out more than those with MOS achievements alone. A well-rounded record that balanced both was ideal, but leadership ultimately mattered most in evaluations.
- Not every Marine is assigned a billet in their actual MOS so I let the other parts of the record speak.
- Highly. MOS credibility and fitness in addition to performance were significant drivers for me. MOS credibility for me included average-above average performance in billets.
- Depends on the competitiveness of the MOS; sometimes it was about what have you done for the Corps... like a B Billet.
- It added to competitiveness and could infer SNM's value to the MOS and organization.
- MOS credibility did weigh heavier for me when assessing packages. It was definitely a determining factor on my vote.
- MOS credibility is important; however, it was understood that, due to time in grade, a Sergeant may not have had any observed reports within their Primary MOS.
- It added value, but performance was performance. Being out of the MOS and being above average, was still valued above average. When performance in/out of the MOS conflicted, MOS performance weighed more.



MOS Credibility

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

- It was a baseline requirement to have some level of credibility. However, currency was not always critical since SDAs take Marines away from their MOS. It did help though if a Marine was ok to good in their MOS as demonstrated by their FitReps prior to going to the SDA.
- It was viewed very competitively necessary.
- Qualifications meant more. If a marine can get all required and additional qualifications in 1 yr, I would rather work with him then the one who took 4 yr's.
- MOS credibility was viewed higher in technical MOSs.
- If they were performing above their peers in the MOS then it was a factor. If they were on a Fleet Assistance Program for extended periods of time it was somewhat viewed negatively for me. It made me question how much value they added to their MOS.
- How well SNM was performing, in billet assigned during the reporting period



MOS Credibility

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

- Just as important as SDA and PME.
- Mattered more in certain MOS'
- MOS progressive schools added value, but if there were multiple, it could add up to a lot of value.
- Immensely impactful, it shows growth and leadership within their MOS. A great deal of value was added the more MOS schools they had.
- I didn't attach a lot of individual value to it, but it did add to the overall competitiveness of the record.
- Very, without FITREPS speaking to their MOS credibility or awards in their MOS, this is a good indication that they care enough about their MOS.
- MOS progressive schools had minimal impact if leadership and performance weren't there. While they provided technical knowledge and certifications, their value was largely dependent on how the Marine applied that training in leadership roles and operational performance. Without demonstrated leadership and sustained excellence, school credentials alone didn't significantly enhance competitiveness. Strong leadership remained the defining factor in evaluations.
- This somewhat dependent on the MOS. There are a handful of MOSs that hitting all the MOS progressive schools is absolutely vital in competitiveness, the majority not so much. For the majority of Marines, hitting the required MOS schools is ok, and continuing through additional schools shows initiative or a command's investment in a Marine.
- If required per MOS road Map they were impactful if not, and SNM was still entrusted with key billets it did not have a negative impact.
- Very impactful it showed that a Marine cares about their career progression and has the drive to better themselves within their MOS. Granted, context matters I would take time in grade into consideration when looking at additional MOS schools. I did not hold it against a Marine that had shorter TIG and it was apparent that they have been in high optempo units.
- They were unquestionably impactful and enhanced the Marine's competitiveness. These actions demonstrated the Marine's commitment to improving their skills, which ultimately contributes to the development of those under their leadership and the overall success of the unit.



MOS Credibility

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

- They added some value. The most valuable ones were those which few Marines of that rank attended for that MOS or those which required additional screening or had a higher attrition rate. Some of these were identified on the MOS smart cards, some were identified by board members, and some were probably not identified if they were not clarified on MOS smart cards.
- MOS progressive school are very impactful especially heading into a SNCO rank.
- Limited. The availability of school seats is well known, and it becomes evident the units are not always sending their best Marines since it could detract from their current mission / workload.
- MOS progressive schools were valued very highly because they proved they have the MOS knowledge to perform at the next rank.
- They were not overly impactful, unless a board member or RS/RO stated in the section I&K that the school was excessively difficult or that it brought a lot of value to the MOS or service, it was not really a factor in determining how the Marine would be rated.
- It showed the Marine and unit were still investing in their future, which also would pay dividends to their subordinates in most cases spelled out on the report.
- Heavily, it showed intentional effort towards growth, education, and a drive for expertise in the MOS.
- MOS progressive school had a Huge impact on my decisions; have you invested in both you and the Corps...



MOS Credibility

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

- Highly favorable.
- Not at all
- Added some competitiveness; however, multiple AMOSs started to add significant value when taken together
- That really depended on the PMOS.
- In a field like the Airwing it was significantly influenced by the AMOS especially for the qualifications required other fields that an AMOS isn't required it carried nearly no weight.
- A Marine's AMOS had no impact on their competitiveness. Selection decisions were based on leadership, performance, and overall record rather than additional MOS designations. While AMOS could indicate additional skills or qualifications, it didn't carry weight unless directly tied to documented achievements, leadership roles, or operational effectiveness.
- SDAs, CMC, MAI etc made a Marine more competitive
- The prescript MOSs had a significant impact on the competitiveness. There are other highly competitive AMOS that once the board was educated on became significant because of the MOS' requirements and challenges.
- It depends on the AMOS. If it was a rare and valuable AMOS to their BMOS it held a lot of value.
- It influences the competitiveness a lot because you need that well rounded marine.
- This was important and showed additional skillsets. As previously noted, AMOS's that required eternal schools were scrutinized since there may be limitations on the numbers of Marines that can attend.
- Very highly, especially if it was included in the E6 Smart Pack.
- Unless it was a B-Billet, it did not hold much value.
- More tools in the toolbox, as long as the RS or RO called it out
- Added some value but didn't outweigh below average performance or adversity.
- AMOS also influenced my decisions; invested into this Marines and Corps...
- If it was an MOS required or key billet AMOS, it had greater influence.
- The provided MOS smart cards were the influence as to whether or not AMOS's should be taken into account. For example, the myriad of 6xxx series aviation MOS's that have at least 4-5 recommended AMOS's/ qualifications, then the presence or lack thereof the AMOS's would carry more weight on my decision.
- They help demonstrate a Marine's willingness to step outside their comfort zone.



MOS Credibility

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

- NO x2
- SDA's and screenable billets, yes. various parts of the MAGTF, no. INDOPACOM experience, yes.
- That really didn't factor in for me, I really looked for higher and competitive billets within the occfield. SDAs were kind of a factor however, if they were middle of the ground, it was only a slight bump in competitiveness for the Marine.
- I attached value to key billets identified in the smart cards and through board input. Doing well in an SDA was viewed as a positive when compared to Marines without an SDA.
- Geo-location had no impact on my voting, however, billet assignments at location did matter. If an MRO can progress in one location, that is more than enough to contribute to the institution.
- Assignment diversity had little impact on competitiveness unless it included special duty assignments. Marines currently serving in or having successfully completed SDA were viewed more favorably, as these roles demonstrated leadership, responsibility, and adaptability. However, MSC assignment played no role in evaluations, and general experience across MLG, Division, or Wing didn't directly influence competitiveness. Leadership and performance within assignments mattered more than the variety of duty stations.
- No. Bloom where planted. Unless a Marine was by named requested for that billet.
- No. The Marine Corps does not assign enlisted Marines to the same philosophy as it does officers. An F-35 mechanic will only serve outside of the air wing on SDA or other support establishment tour. I venture to say assignment diversity was more along the lines of did the physically Marine move or did they stay at the same location.
- Not really applicable to this junior population.
- Not necessarily for this board. I would take special consideration for Marines that were completing SDA or Higher qualified billets (HMX-1, I&I, etc.). I was not expecting a largely diverse assignment history for those in the rank of Sergeant.
- SDAs and higher-qualified billets significantly contributed to a Marine's overall competitiveness. Additionally, experience in the Indo-Pacific region further strengthened the Marine's record.



MOS Credibility

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

- This helped a lot as long as it was done in a way that demonstrated they were successful in each assignment instead of bouncing around to find a better fit somewhere else.
- No really, I understand that most Marines are placed with the need of the Marine Corps.
- Successful completion of an SDA (or currently being on one) demonstrated competitiveness, other than that there was little significance.
- Often, Marines' performance dropped when they were moved from one assignment to another. That was ok as long as they had a pattern of progression. I rated Marines higher who had more experience.
- If they were holding a critical billet at a higher-level command and it was mentioned that they were exceeding expectations or performing above their grade in the section I&K then it would influence their competitiveness. If it was not mentioned in the RS/RO comments, then it did not have much influence on No, but high performance in SDA did make them more competitive.
- If I seen a Marine only at one location and performed amazingly and a Marine who worked in other locations but had lower FitReps it did not mean I would favor the one with just one location.
- Yes, diversity can show initiative in the pursuit of the "Whole Marine" concept and an effort to contribute to the greatest extent possible to the organization.



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?)

- SDAs added value. However, it appeared better qualified Marines often went to MSG. There appeared to be more competence and disciplinary issues with Marines that went to Recruiting. For the SDA reports, RS/ROs sometimes restarted what appeared to be a fitrep progression where the Marine might have been previous RS high in their PMOS, but when they first get to recruiting or MSG, they are back at the bottom. This made evaluating their promotion potential very difficult. Because of this, if they did very well or very bad in the SDA it would influence their potential. Otherwise, they were considered to be on the same trajectory as their last FR in PMOS, with more competitiveness due to the SDA.
- It is hard to only use those; the whole marine concept would have to be taken into account.
- An SDA clearly demonstrated an ability to operate in multiple environments. This was viewed as a favorable trait.
- An SDA made a Marine more competitive than a Marine without one. However, above-average performance in MOS trumped below-average performance in MOS/SDA. Type I and Type II screenable billets made a Marine more competitive, and SDAs were more competitive than Type I and Type II screenable billets.
- A Marine with average performance with an SDA was more competitive than a Marine with average performance and no SDA. If a Marine was consistently performing above average and did not have an SDA, they were still viewed as more competitive than a Marine with average performance in PMOS and SDA.
- It showed the Marine ability to perform in and out of MOS
- Competitiveness within the SDA played role in evaluating the RS/RO markings, which did adjust how I read their overall performance.
- YES! A Marine with a SDA was highly competitive.
- Yes, execution of an SDA is the pinnacle of diversity, if SNM is of added value in the SDA it can impact recommendation if performance in PMOS has been average.
- It did not sway my assessment. A Marine with average MOS performance and above average SDA performance was looked at the same as a Marine with above average MOS performance and no SDA.



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...

- Marine was able to step out from his/her comfort zone and decided to go on an SDA (especially on recruiting duty). I view the Marine in high regards than a Marine with above average performance.
- Made the difference in adding or taking a point
- Significantly impacted competitiveness in my estimation
- If a Marine is average on an SDA and they are compared to an average Marine not on an SDA, the advantage goes to the one on an SDA, unless they MOS is highly technical or requires many certifications such as the air wing.
- Doing well on an SDA was assessed positively and I added more value to their record when compared to a Marine without an SDA. However, just getting by on an SDA (e.g., consistently having lower third reports) was not viewed favorably. At the same time, I did not penalize Marines who were performing well in their MOS without an SDA.
- In the example provided, these Marines would be weighed equally. However, a Marine with an average SDA against a Marine with average MOS performance would more competitive.
- Having an SDA or screenable billet helped a Marine's competitiveness, but only if they performed well in the assignment. A Marine with average performance in an SDA carried little weight and was not necessarily more competitive than a Marine with above-average performance in a standard billet. Strong leadership and documented success in an SDA made a Marine stand out, but simply holding the billet without excelling did not add significant value. Performance always remained the key factor in determining competitiveness.
- A Marine with average performance on an SDA was more competitive than an above average without an SDA. SDAs are hard and the Marines should be rewarded for stepping out of their comfort zone to give back the Corps.



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...

- SDAs, as well as Type I and Type II screenable billets, clearly enhanced a Marine's overall competitiveness. However, I evaluated above-average performance reports equally, regardless of whether the Marine served in an SDA billet. In contrast, average performance reports were considered more competitive when earned while serving in an SDA, compared to those not assigned to such billets.
- Some occupational fields do not let Marines take on SDAs, if Marines did not have an SDA in some niche or specialized field, this was not held against them. The majority of occupational fields with large bulks of Marines should absolutely have SDAs. The board has to also take into account career timing, some of these sergeants have a TIG of less than two years, so career timing may not have afforded them the opportunity to take on an SDA. For higher level boards it will be much more important.
- Sure, same overall metrics the SDA beats out the non SDA.



Special Duty Assignment

How were Marines with minimal to no MOS credibility currently on SDAs viewed?

- I view Marines with lack of intent or professional development. Unless they explained on a letter to the board, why they were unable to have more MOS skills.
- Not looked at differently
- Depending on the lack of MOS credibility, an SDA could significantly help a Marine's competitiveness.
- average to below average.
- I didn't penalize them because of their timing. Assessed their performance through JEPES and other elements in their OMPF.
- If they are doing well on their SDA, that's the evaluation I used to vote.
- Marines with minimal to no MOS credibility currently serving on SDAs were primarily evaluated based on their Fitness Reports within the SDA. These reports provided a clear picture of their potential and performance, as SDA RS/ROs typically had large competitive profiles, making it easy to identify standout Marines. Strong evaluations in an SDA could compensate for a lack of MOS-specific credibility, but average or below-average performance in the billet carried little weight. Leadership, impact, and sustained excellence in an SDA were key factors in determining competitiveness.
- They were viewed as highly competitive. Marines on SDA or Marines that recently completed a successful SDA shouldn't be penalized. We don't do that for the Marines that are in non-competitive status.
- Depends on their performance on the SDA. If they are performing well on SDA, and were performing well prior, then they are probably someone that's going to figure it out no matter what.
- It was moot, these Marines are too junior.
- This did not influence my overall recommendation of a Marine. The Marine Corps is proactively identifying and selecting Marines early in their careers through the HSST process, while also encouraging them to volunteer for SDAs and other higher-qualified billets to enhance their professional growth and leadership development.
- YES! A Marine with a SDA was highly competitive.
- Consideration was based off the performance in the SDA if there was not MOS credibility identified.



Special Duty Assignment

How were Marines with minimal to no MOS credibility currently on SDAs viewed? Continued...

- It had to be assumed they were average in their PMOS. Everything else was based on their performance in the SDA.
- To me that wouldn't have a negative viewed on the Marine
- Still favorably. At more senior ranks this would have been a factor to scrutinize but for Sgt to SSgt this held little impact for negative rankings.
- It would be good if they performed well on an SDA, but not as good as a Marine who performed well in MOS and on an SDA.
- It was not a factor for me, what mattered most was how they performing currently. If they did not have MOS credibility but were performing above average on an SDA, that was all that mattered.
- Grow where you are planted, based on performance however, how the Marine performed while in MOS was looked at based on the fact that the Marine would be returning at some point.
- Had no effect, because there's no way consistently determining who was HSST'd vs who volunteered. Can't hold lack of time in MOS against the Marine when they were pulled from it.
- That was dependent on whether or not they had time prior to or after the SDA to gain MOS credibility. For Marines who were promoted and immediately sent to SDA, I did not view lack of MOS credibility negatively. I did take into account those who did have time on the front or back end of an SDA and still were either not meeting the mark or were lacking MOS credibility. For Marines in those situations, even if they were a water walker on their SDA, their MOS credibility or lack thereof did have an impact on my assessment.
- They were viewed as the information provided allowed them to be viewed. If you were excelling in your SDA, it was positive. If you were underperforming, the factors of performance were taken into account and it was highlighted during the briefing that the Marine did not have MOS credibility. This meant the Marine generally started off lower on the rankings.
- It depends on the whole Marine concept. I would review SNM's JEPES if available, awards, training stats, etc.
- Favorable; however, in context with their respective MOS and competition of peers.



Special Duty Assignment

How were Marines with minimal to no MOS credibility currently on SDAs viewed? Continued 2...

- It did not matter to me until they were not doing well on SDA. I use their MOS reports to screen their time as a Sgt. SDA fitness reports sometimes do not add any value to the Marine's progression.
- Depending on the allocations and competitiveness of a particular MOS, I did factor this into my decision. The majority of the time, I did give a Marine on an SDA the edge.
- A Marine with minimal to no MOS credibility currently on SDA didn't impact much how I viewed their overall performance. This is where JEPES scores assisted, if they had a score, by providing some light on a Marine's background.
- It was not held against them. Performance and conduct at any duty station is what matters.
- High performance on SDA was noted, however, I weighed MOS credibility higher.



Special Duty Assignment

How did you view adversity on an SDA?

- Depending on the situation, whether it was self-inflicted, or an RFC for lack of performance, I view this as negative event in the Marines career.
- Recovery from adversity mattered and whether the adversity was a trend in the Marines history
- same as adversity anywhere else.
- It really depends on the adversity itself.
- Not good, especially Marines who, while at the school, were out of BCP standards and/or failed their PFT.
- Adversity on an SDA especially that lead to an RFC or GOS, detrimental to the selection. If there were enough FITREPS and positive progress after they could potentially be competitive.
- Adversity on an SDA carried significant weight in evaluations. Marines serving as recruiters, drill instructors, MCT instructors, and MSG guards were in direct contact with young poolees, recruits, and those new to the Marine Corps, making their conduct especially critical. Any misconduct, particularly abuse or integrity violations, was a showstopper, immediately undermining competitiveness and credibility. SDA billets demanded resilience, leadership, and professionalism, and those who excelled under pressure stood out. However, any failure in these areas had lasting consequences on a Marine's record.
- Depending on the adversity it held no weight to my decision. Not making mission was not viewed that same as a DUI.
- Adversity covers so many things; I took each adversity on a case-by-case basis. Speeding in a government vehicle to get an applicant to MEPS, I did not give this great weight. Doing something grave, or ending up on the news, or falling asleep on a post in a high threat area were given much more significance.
- Depends on if the Marine had time to recover, but overall very negatively. SDA's will make or break you.
- Adversity on SDA was viewed the same as in the fleet in most cases. A DUI in the fleet was seen the same as a DUI on SDA. The instances that did stand out or carried more weight in my decisions were situations such as harm to recruits from DI's or misconduct with Poolees from those on recruiting.
- Adversity is adversity each incident was review on an individual basis.



Special Duty Assignment

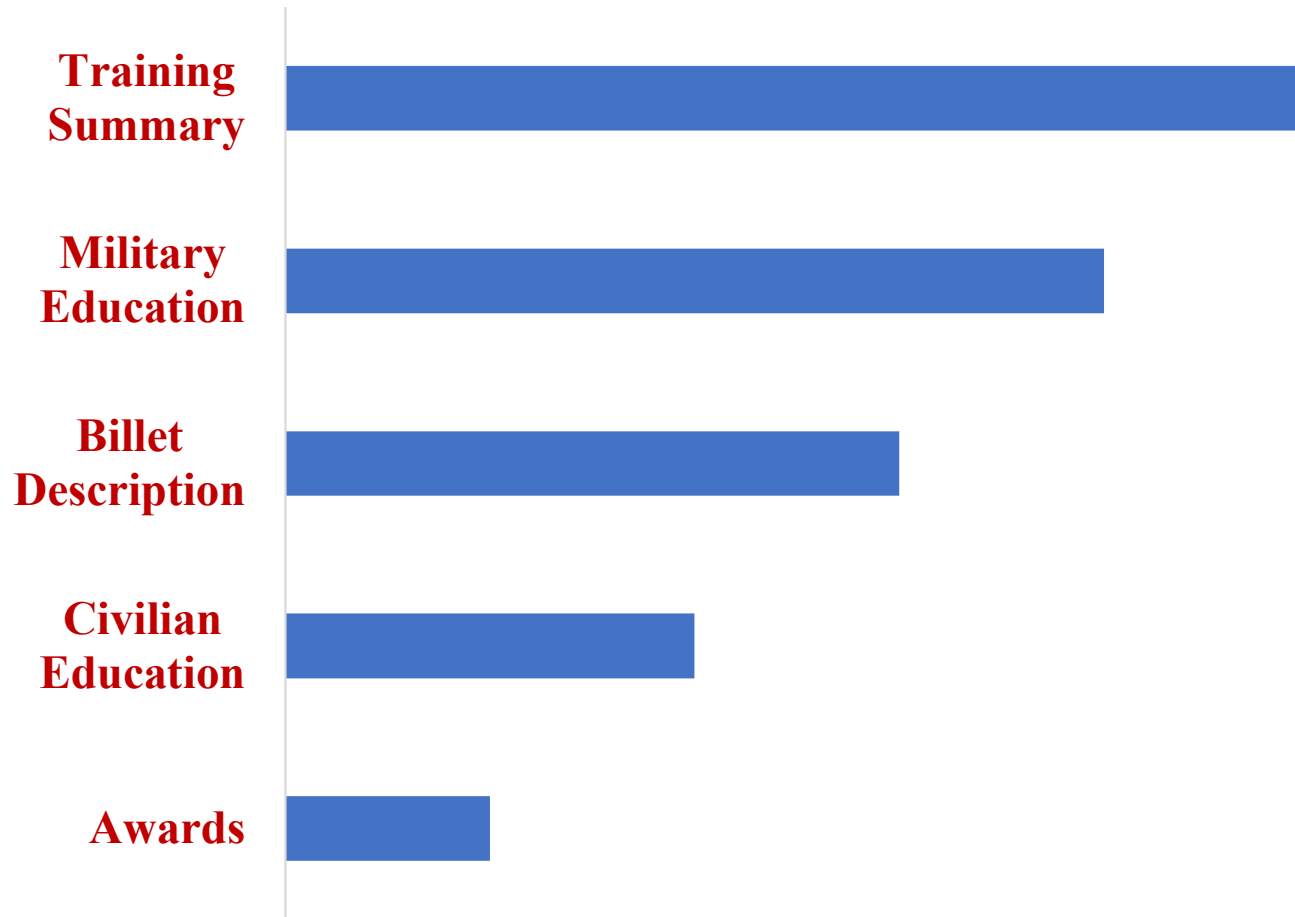
How did you view adversity on an SDA? Continued...

- Sometimes more severely. If a Marine is overweight consistently and they are in a position where they are supposed to be the Marine Corps' representative to the outside community (recruiting), it was considered a more severe issue. Or if an MSG Marine did something in a foreign country that brought adverse attention to the US mission their versus a Marine having the same disciplinary issue in a barracks in Camp Pendleton. Marines on SDAs are considered more competitive, but this goes both ways. They also carry more responsibility to uphold standards.
- The adversity type would have to be taken into consideration, but overall adversity is taken seriously.
- Extremely Negative! this clearly shows an inability to operate in high stress environments with limited guidance. This also brings the Marines character into question.
- I viewed it negatively, especially if it was an ethics violation. If a Marine made a mistake and didn't seem like it was part of their character, I did not view it as bad.
- Depending on the circumstances and nature of the adversity it did not matter if it was on an SDA or in the fleet. What really mattered for diversity is how recent it was and how they were marked or specific comments on that report that spoke to it.
- Depended on the adversity. Having a 6105 for struggling in the first 6 months of recruiting is not the same as having a 6105 for a DUI on Combat Instructor duty.
- Depending on the the adversity it could be viewed lightly.
- Not preferred, but it could be understood as these are the most challenging billets within the Marine Corps. Adversity could greatly impact recommendation.



Training and Education

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

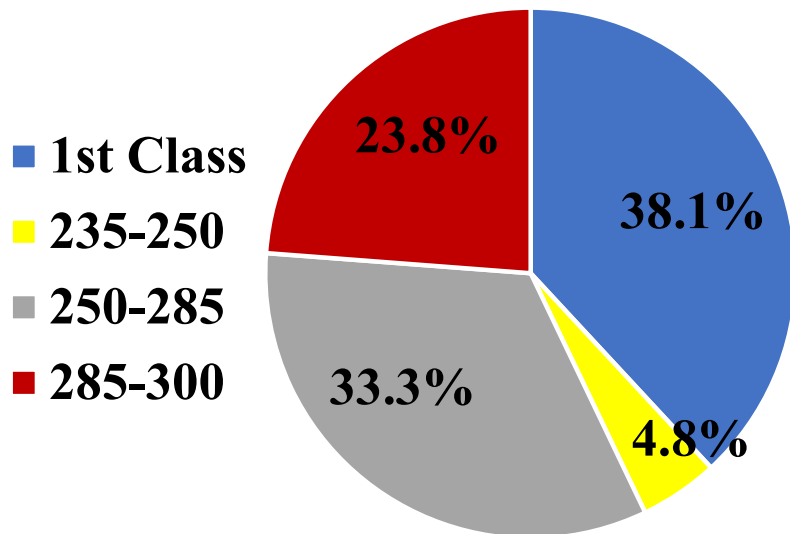




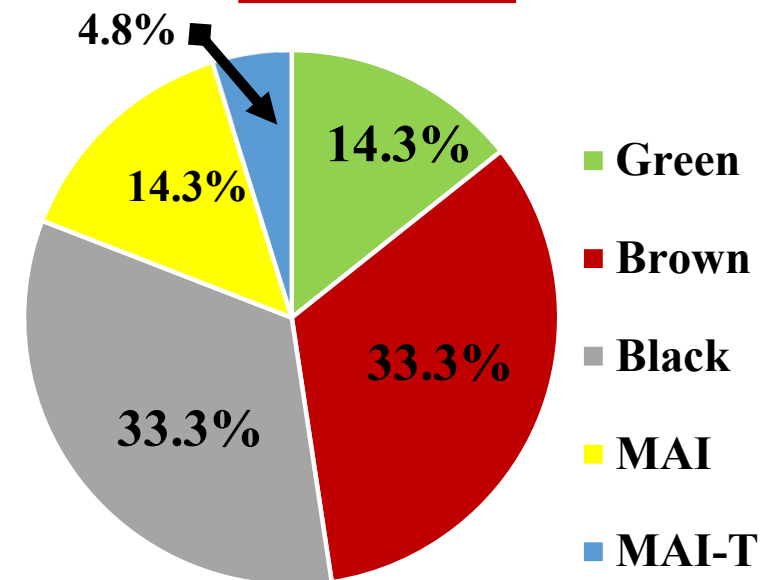
Training and Education

What is a competitive PFT/CFT/MCMAP?

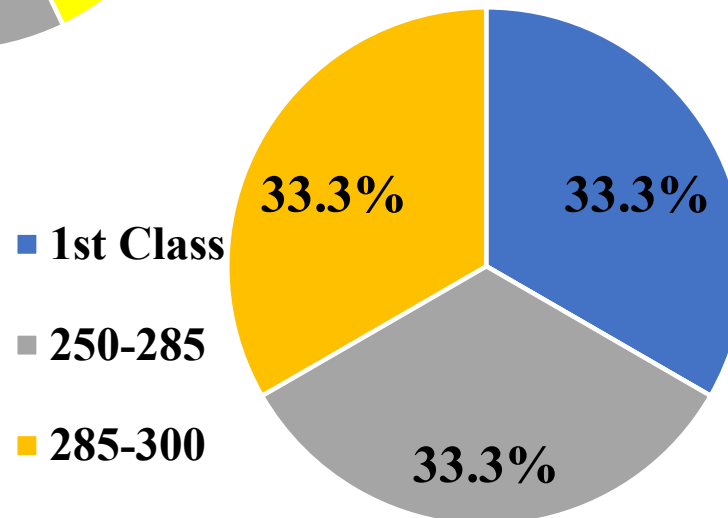
PFT



MCMAP



CFT





Training and Education

Did having a college degree affect a Marines competitiveness?

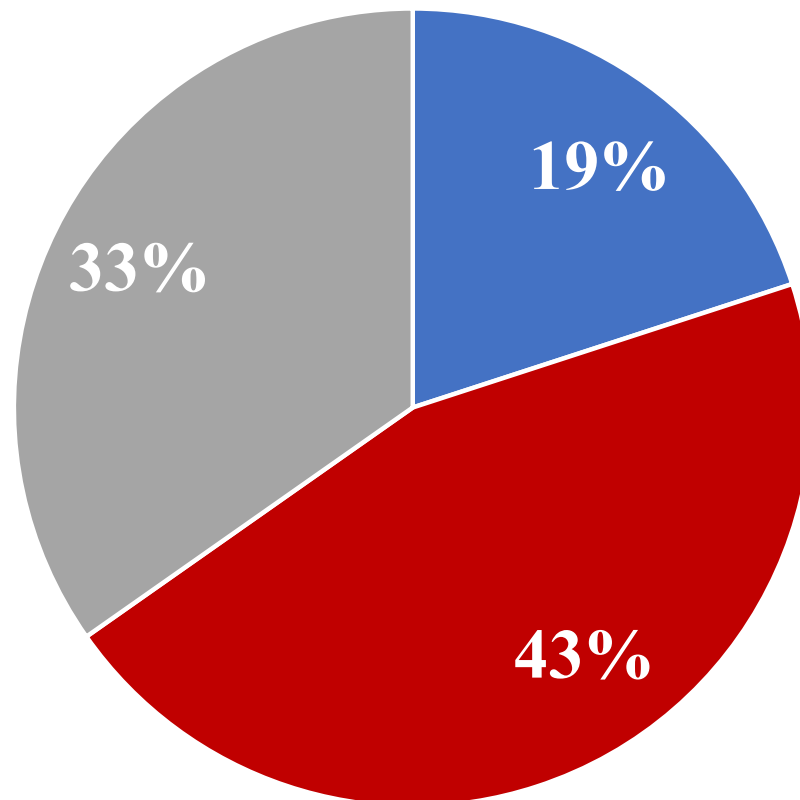
- As long as the Marine had all PME completed and all required MOS training/skills, I viewed it as highly competitive.
- Absolutely! However, College degree without resident PME completion was not looked at favorably.
- Yes, the higher degree the more competitive they were, unless they had little mos credibility.
- Absolutely, unless you could see a trend of terrible Marine Corps performance.
- A college degree had minimal impact on a Marine's competitiveness, but it carried more weight if earned while on active duty. Completing a degree while serving demonstrated initiative, time management, and commitment to self-improvement. However, many Marines entered service already holding degrees, which did not necessarily distinguish them from their peers. Leadership, performance, and billet success remained the primary factors in evaluations, with education serving as a secondary consideration.
- No. If you had a college degree but scarce military education then the degree held no weight.
- Yes. There are also a lot of higher-level performers that did not have college degrees.
- Slightly more competitive.
- Yes. Except for musicians who all seemed to have at least one degree.
- Yes, a college degree contributes to competitiveness
- This was viewed as favorable but currently attending classes and having them entered into the record was also viewed as favorable.
- It had little to no effect on how they were viewed for me. If their degree was in a field that aligned with their job and it was mentioned in the section I&K then it held value, but aside from that it did not factor into how competitive they were
- Yes, in addition to having a strong military education and experience profile.
- It made them more competitive only if they were still completing the MOS requirements. Having a degree looked worse if the Marine was failing their PFT/CFT or had no military education since their entry-level MOS school, because it reflected where their priorities are.
- Yes, degrees in service were more impactful than prior service degrees.
- For me it had an effect when the Marine had completed a degree program while in service. This showed me above average work ethic and commitment to self-improvement.
- Only if all other PME/MOS schooling has been completed.



Training and Education

What level of college is competitive?

- Some college (no degree earned yet)
- Associates
- Bachelors





Training and Education

Are there any additional educational opportunities you consider to be more valuable (i.e., EJPME, NWC, etc.); and how did it influence a Marine's competitiveness?

- As long as the Marine had all PME completed and all required MOS training/skills, I viewed it as highly competitive.
- A civilian degree (completed) significantly enhances competitiveness. completed multiple PME courses when added together can move the needle toward being more competitive
- Certifications outside of military and MOS and joint PMEs. It shows curiosity and growth outside of the Marine Corps.
- Any PME beyond the EPME requirement indicated a desire to excel, but I didn't assign a significant amount of value to it.
- NWC, EJPME really only carried weight if the Marine had Resident PME complete.
- Many of these educational programs, like EJPME and NWC, seemed to be completed more as a way to pad a Marine's record rather than a genuine demonstration of performance. While they provided professional development, they carried little weight in evaluations unless backed by strong leadership and tangible achievements. Marines who prioritized performance and leadership stood out more than those who simply accumulated courses without demonstrating impact in their roles.
- If the Marine took the time to do EJPME, NWC etc they were considered highly competitive especially if their record was lacking to me, it showed they wanted the board to know they were doing all they can to make up for some areas.
- The Naval War College series demonstrated effort by the MRO to increase their competitiveness, and it did.
- IF they had knocked out majority of the other educational opportunities it was viewed favorably. But just one or two didn't really matter.
- If there were several PMEs completed it showed strong initiative. it was very common to just have EJPME and or NWC. But some had EJPMEI, NWC (multiple courses), JSOU's CEP 1, and a few others. Some of these are just click through courses such as SERE 100.2, which didn't add much value. But a large number of them together did.
- Everything is taken into consideration, I understand that not every marine is presented with the same opportunities.



Training and Education

Are there any additional educational opportunities you consider to be more valuable (i.e., EJPME, NWC, etc.); and how did it influence a Marine's competitiveness?

- Classes that can be attained by the Marine without attending a separate school were favorable. This demonstrated initiative on their part.
- EJPME I, and Naval War College courses showed that the Marine was going above and beyond what was required and helped influence how competitive they were.
- No individual program weighed more than the others, it only provided context to if the Marine was trying to learn and grow. A Marine on SDA who is waived from Resident Sgt school completing more than 1 online PME was more competitive than someone who was waived and did nothing.
- Yes, Joint PME and the more you do the better off you will be.
- USMAP certification, and certificates from the COOL program, and any certificate of training in line with identified MOS.
- Was not a heavy influence but the presence of EJPME, SEJPME, or NWC did show the Marines commitment to personal and professional development. Especially when they had completed recommended/additional MOS or Marine corps skills training.
- All forms of education contribute to demonstrating a Marine's commitment to the lifelong learner mindset, thereby enhancing their effectiveness and adaptability as a leader.



Training and Education

Are there any additional educational opportunities you consider to be more valuable, other than the examples listed in the previous question?

- Lean six sigma was viewed as valuable.
- No there are no other opportunities that I could think of.
- A degree that aligns with either their MOS, personnel management, or psychology.
- No, there are no additional educational opportunities considered more valuable. Leadership, performance, and tangible achievements matter most.
- Industry/commercial certifications relevant to occupational fields.
- Languages. They don't need a very high score to have a language listed, but having them on their showed their willingness to learn and commitment to testing their language capabilities.
- I wouldn't say more valuable but there are other courses and trades that can be consider valuable as well.
- They were viewed collectively depending on MOS.
- No. Completing resident PME requirements, or intermediate-level MOS courses is more valuable than any online education opportunity, They only served as a tool to show continued growth in knowledge and understanding.
- Apprenticeship Programs
- USMAP certification, and certificates from the COOL program, and any certificate of training in line with identified MOS.
- Two that stood out to me were FFI and MAI
- All forms of education contribute to demonstrating a Marine's commitment to the lifelong learner mindset, thereby enhancing their effectiveness and adaptability as a leader.



Adversity

How did you view adversity of any nature?

(Violation of UCMJ, BCP, Adverse FitRep, 6105, NJP etc.)

- Depending on the adversity, and if the Marine took the time to explain what and why it happened, I viewed as negative in nature.
- BCP assignments and substantiated adversity with no rebuttal or not owning responsibility for actions mattered.
- detracted from competitiveness. However, the amount of time that elapsed since the event, the grade in which it occurred, the nature of the adversity, and whether it was a one time mistake vs a pattern of misconduct, all weighed in on how much it affected competitiveness.
- It really depended on the adversity and length of time that has transpired since. Also, if they showed growth in the face of adversity.
- Any adversity was not good, but it certainly depended on the context and when the adversity occurred. I typically disregarded ELT/schoolhouse infractions UNLESS it demonstrated a pattern of misconduct over time.
- Within the last 12 months leading to the board, absolutely detrimental. Within the last few years, (except for DUI), would be weighed on a case-by-case basis and within its own context over their whole career, if it's a pattern, it's obvious and speaks to the character of the individual, this was negatively impactful."
- Adversity had a significant impact on a Marine's competitiveness. BCP and PFT failures could be overcome, but being currently out of standards or holding a failing score was a major negative factor. NJP in grade or recent was highly detrimental, and the severity of the offense played a key role in determining its effect. Any violation of UCMJ, adverse FITREP, 6105 entries, or misconduct directly affected competitiveness, with more serious infractions carrying long-term consequences.
- Depends on the severity and the length of time since and what the Marine has done in the full Marine Concept
- Case-by-case basis. Each command is different, and every commander is different. Some Marines clearly demonstrate a pattern of misconduct, and each infraction is throwing fuel on the AdSep fire. Other cases, Marines made a mistake or did something foolish, owned up to it, and were able to recover.
- Depended on the nature of the adversity, and how long ago it was.
- It depended on the nature and age of the adversity. Example, a Marine that has been on BCP but is now in standard, that adversity had no impact. For a Marine that had a slew of 6105's demonstrating a pattern of misconduct then yes that would go into my consideration. The only adversity that had an influence no matter the age was domestic violence and sexual assault/harassment.



Adversity

How did you view adversity of any nature?

(Violation of UCMJ, BCP, Adverse FitRep, 6105, NJP etc.) Continued...

- It does have a negative impacted on the marine but still need to consider the violation
- Extremely negative if recent. Views of adversity were diminished depending on the timeframe and the Marines performance after adversity.
- NJP- if it was in the past 2 years BCP- If the Marine is still not in standards, I viewed it negatively Adverse FITREP/6105- poorly, especially if it was an ethics violation I didn't hold any adversity against the Marine if the violation was in a previous grade or if the Marine was screened and accepted to an SDA after the violation. I reason that HQMC screened and promoted the Marines, allowed them to reenlist, or approved them for an SDA. Therefore, I am not going to hold them back.
- If the adversity was in grade it was typically a negative hit on the how competitive the Marine was viewed. The biggest thing that mattered for me was how recent the adversity was and if the Marine had time to recover and show improved performance.
- As lined out by the precept, depending on severity / time passed sense incident has the Marine over come it by actions taken
- Anything more than 3 years was irrelevant, and most was redeemable. It was more important to see if Marine showed concentrated effort to redeem themselves and not become a repeat offender.
- Truly depends on MOS
- Adversity was impactful, but the time in service when the adversity occurred, and if it was in current grade carried a greater weight after the degree of adversity was considered.
- Adversity is never a positive thing, however there are things that a Marine can do after adversity to show they are able to overcome the incident.



Adversity

Did a rebuttal/letter to the board effect any members' decision to overlook adversity?

- Yes, it shows the Marine care of his/her future.
- It was definitely taken into account and sometimes had that effect. It also showed that the Marine cared enough about their career to write and so usually had a positive effect.
- It really depended on the type of adversity and if they addressed it head on and didn't just take responsibility for it or made excuses.
- Depended on context and when it occurred. Rebuttals/letters to the board addressing adversity that occurred last year did not influence my decision to overlook it.
- No adversity was overlooked, but this could sway a decision on a vote higher or lower, especially if there was accompanying letters from RSs or ROs.
- Adversity was never overlooked. Rebuttals were considered, but many were weak attempts to use legal language to undermine adversity instead of taking responsibility and making corrections. Some rebuttals provided context, but most did more harm than good.
- Not overlook but brought clarity the honesty was appreciated and the Marines that were did receive favorable recommendation from me if it felt genuine. Some of the letters were not read by someone else prior to submission and should not have been sent.
- Not to overlook adversity, but context does matter. Board members are not afforded total access to things like investigations or other forms of substantiating records, just the result. Letters to the board helped provide context which was generally helpful.
- YES. Showed the Marines cared. Main thing I wanted to see was that they took ownership of their mistake, and have worked somehow to correct it.
- In certain cases, yes. Rebuttals to 6105's often provided context to the situation that the 6105 itself did not. Letters to the board were also helpful in providing context as well as showed that the Marine cared and was willing to address their deficiencies. The rebuttals were not helpful when the Marine was making excuses without actually addressing what they are being counseled on or playing barracks lawyer parsing out meanings of words in the article of the UCMJ that leadership decided to put on the counseling.



Adversity

Did a rebuttal/letter to the board effect any members' decision to overlook adversity? Continued...

- Yes, if it provided more context than what was in the record. For example, if there was a 6105 for speeding with nothing else, the board assumes the Marine was just driving recklessly, which might have been the case. However, if there is important context such as there was an emergency and the Marine was trying to get home or to the hospital this helped some. But if there was a pattern of adversity and a pattern of excuses, it likely would not help the Marine.
- I wouldn't say overlook it, but the letter is taken into consideration.
- Yes, when well written and identifying material that was not noted in the 6105 or fitrep.
- It would have held much weight if the Marine had accepted responsibility for his actions, especially when they laid out their recovery plan. I trust the commander who signed the adversity, and a letter to the board didn't convince me that the adversity didn't happen.
- Yes, rebuttals that mentioned taking full responsibility for the actions and a desire to improve showed that the Marine regretted what happened and cared about how they were viewed. If a rebuttal was full of excuses or put blame on other people, it was somewhat viewed negatively.
- Yes, if the comments provided context to the circumstances, and their statement was supported with actions. The Marine saying they regretted their mistakes and were going to do better, but then giving below average performance had no positive impact on their record.
- Yes and No, mostly favorable; not submitting one was harmful.
- Yes, the clarification of adversity form MRO, gave a more complete picture, and allowed for insight to the perspective of the MRO.
- Rebuttals and letters provided Marines the opportunity to present their perspective regarding an incident; however, the presence of a rebuttal or letter did not negate the fact that the adversity occurred.



Adversity

What information should be included in a letter of clarification regarding adversity?

- Action of why said issue occurred, was it malicious or lapse of judgment. Everyone makes mistakes, did the Marine learn from the mistake?
- Just explain the full context of what happened. 6105s are notoriously lacking in information.
- What happened, why, and the steps they are making to be better.
- Taking ownership and outlining the path to recovery was helpful. I did not view the statement "we are all human and we make mistakes" as particularly helpful as it comes across as if the Marine is minimizing the adversity.
- The context of the situation, and proof that an MRO has shown progress, not just an "action plan"
- A letter of clarification regarding adversity should provide a clear and concise explanation of the incident, demonstrating accountability and a commitment to professional growth. It should begin by acknowledging the issue without deflecting responsibility, followed by relevant context that helps explain the circumstances while avoiding excuses. The Marine should take full ownership of their actions, outlining the corrective measures taken to address the situation and improve performance. If applicable, endorsements from leaders who can attest to their progress can reinforce the message. Most importantly, the letter should emphasize lessons learned and a renewed dedication to excellence, showing a genuine commitment to upholding Marine Corps standards.
- anything not in the adverse material that would help shed light on the situation. Best to have the RS put a few lines in the following reports as well.
- First, brevity and conciseness are a Marine's friend. Have someone review your correspondence before you submit a letter. Context to the situation is generally helpful. A brief 5 Ws, and what was done to move forward.
- Main thing I looked for was that the marine took ownership of the adversity and didn't make excuses. A slight explanation helped as well. I can understand "why" SNM did something, while still keeping it separate that it's not an excuse. E.g. at the time i was going through a divorce, I had too many drinks at the bar and failed to use sound judgement and decided to drive, which i should not have done. Adds a little humility to it as we are all human and all make mistakes.



Adversity

What information should be included in a letter of clarification regarding adversity? Continued...

- Context if the adversity doesn't provide it and if the context will support why the adversity is not as severe as the documents make it look.
- I think the Marine should take responsibility, why it happened and what the Marine is going to do to make sure it doesn't happen again.
- Either argue the validity of the adversity or accept it and explain the plan to move past it. Many letters were attempting to do both at the same time.
- What is the adversity, and what is their plan to recover from it?
- Explaining the circumstances of why it happened and the Marine stating that it does not define their character and they will not let it happen again
- Anything that could be misunderstood from the event
- Taking ownership for their decisions, and an explanation of the situation vs a justification for the adversity.
- Steps you have done to improve and/or your point of view.
- If adversity: Accountability; commitment to improve; description of efforts or services used to change behavior. If letter of recommendation: Confirmation of individual recommending, reason for recommendation, window of service how long have you known/worked with this Marine.
- Additional context not included in the adverse paperwork, Marines view of what transpired, taking accountability for the events and understanding how they were wrong and expressing how they have grown from the events.
- The letter should include the Marine taking full accountability for the incident and clearly outlining how they have grown since then. This could include details of any courses completed, counseling received, or other developmental actions taken. Additionally, the Marine should address the steps they are actively taking to ensure that a similar lapse in judgment will not occur again, demonstrating their commitment to personal growth and professional accountability.



Board Preparation

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

- Fitness reports and all awards documents.
- UPB's and rebuttals
- Adversity paperwork, letters to the board, and applicable certifications not captured on MBS
- Awards, education, certifications, meritorious promotions and anything adverse.
- FITREPs, meritorious promotions (this helped when there wasn't a lot of performance data), awards.
- HS diplomas and transcripts (allowed us to see any college complete in HS and where MRO is from: potential INDO.)UPBs
- All 6105s Letters from SDA commands if an MRO was pending any sort of relief. Awards
- Adverse documentation and award SOAs were highly relevant when reviewing a Marine's record. Adverse documentation, such as NJPs, 6105 entries, and adverse FITREPs, directly impacted competitiveness and provided insight into past conduct. Award SOAs helped capture performance, highlighting excellence and contributions in grade.
- adverse material, awards
- Fitness reports, service record, awards
- Overall RS/RO rankings.
- RS/RO comments. They have spent the most time with the Marine and have evaluated them.
- The briefing guide, performance and service but everything contributed.
- Service record
- 6105, school certificates, letters to the board, personal awards
- Awards and adversity.
- service tab, and award tab
- School certificates and award citations.
- Awards, Page 11s, Courses, and Schools
- Letters of recommendation, letters of clarity, any enclosures that support the letter of clarity.
- The documents that were most helpful were: PG11's and their rebuttals as applicable, Award NAVMC & Summary of action, Meritorious promotion warrants, LOAs, and diplomas/transcripts of college work as applicable.
- Fitness Reports



Board Preparation

What documentation added little to no value in the Marine's OMPF?

- Enlistment documents held no value.
- MarineNet certs and letters of recommendations
- contracting paperwork, BAH paperwork, etc
- Marine Net certs, mcmmap belts
- Promotion non-recs.
- "outside of non-res PME, any MarineNet cert. LOAs (after awarded the OVSM)"
- PME certificates were mainly useful for verifying completion, but they didn't carry significant weight in determining competitiveness. They showed whether a Marine met the required education milestones, but performance, leadership, and tangible achievements were the true indicators of excellence. Excessive PME certificates, especially those unrelated to MOS credibility or billet success, were generally overlooked in evaluations. Letters of appreciation also held little value unless they were tied to significant accomplishments.
- the marine net courses
- Original contract, the miscellaneous folder that shows Marines' marriages, divorces, OHA applications, etc
- Comparative assessment.
- Most of the material in the Service and Comm/Dera tabs was completely irrelevant. This included insurance documents, contracts, SSN cards, birth certificates, etc.
- All documentation contributed greatly in my opinion.
- Commend/Dera and Schools. These tabs were solely used to verify the DBR display page.
- MarineNet courses, letters of appreciation
- Marine Net Courses, or excessive letters of appreciation.
- MarineNet certificates for PME-required courses.
- Contract
- Duplicates of awards or forms.
- The litany of Marine net courses provided little to no value. The only certificates that were notable were those from outside training organizations or completion of EPME.
- MarineNet certificates



Board Preparation

Were letters of any kind beneficial? If so, which ones and why? (i.e., letters of clarification, letters of recommendation, etc.)

- 100%. I viewed it as courage and took the time to explain the situation. As long as it well written and professional, I thought they were beneficial.
- Letters explaining injuries
- Yes, letters were beneficial, especially relating to adversity (either adding context or character recommendations from superiors)
- Letters of rec and letters of clarification.
- Not really. I assumed that unless a reporting official or CO is addressing a deficiency through a FITREP or a 6105, then having a partial PFT/CFT or not having a current FY qualification on the range did not need to be addressed through correspondence to the board. Letters that addressed resident PME were also not helpful. Letters of recommendation addressing adversity (e.g., DUI) did not persuade me to increase my recommendation.
- letters are always beneficial to a board member, especially when there is adversity or zero FITREPS (recommendations from RO/RS)
- Letters could be beneficial depending on the context. Letters of clarification provided additional details in cases of misconduct, helping to explain circumstances or intent. Letters of recommendation were valuable when they demonstrated growth after adversity, showing that a Marine had taken responsibility and improved. However, letters were only effective if they were well-written and supported by tangible actions, empty justifications or generic endorsements carried little weight in evaluations.
- Yes, but please have someone proofread and be genuine or don't send at all
- Generally speaking, letters to the board were helpful when there was something significant in the letter. By in large, letters about the rifle range and attending resident sergeant's school were not significant.
- Letters of recommendation are beneficial.
- Absolutely, I strongly encourage Marines to communicate directly with the board. It is important to explain any irregularities or gaps in their record to provide context and clarity. Do not leave room for assumptions; if there is a legitimate reason something appears incomplete or was not accomplished, ensure the board understands the circumstances. Clear, proactive communication can make a significant difference in how a record is interpreted.



Board Preparation

Were letters of any kind beneficial? If so, which ones and why? (i.e., letters of clarification, letters of recommendation, etc.) Continued..

- Letters from leadership who have not recently written on the Marine as the RS/RO and have a stronger recommendation for promotion. Letters from leadership who previously punished the Marine and are now supporting their promotion.
- Letters of clarification, because adversity documents sometimes don't paint a picture of what really happened.
- Yes. Clarification of adversity (or letter noting intent to show improvement). Identifying missing material recently entered into record or pending completion of training, schools, etc.
- Yes, in the case of Marines with no reports in the MOS. I received a letter from a Marine's RS describing their performance in the MOS.
- Yes, letters of recommendation were beneficial.
- Anytime the Marine or leadership provided more clarity, or showing how the Marine over came the incident is helpful
- Letters of recommendation for Marines who had little to no performance marks in their record.
- Yes, the more information the better.
- Yes, letter of recommendations.
- Yes for me any and all correspondence was beneficial. If there was a letter to the board it showed me that the Marine cares and took the time to review their record prior to.



Board Preparation

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

- Take your time to review all documents. Were there any duplicate copies that would waste board members time? If your fitness reports note that SNM attended college during reporting period, ensure education documents are uploaded. If this is not done, it shows Marines lack of care for promotion.
- Utilize the guide and complete in order of the guide as to not flip back and forth through screens.
- Get your MBS updated! But if your MBS is updated with all the info in your record, it allows for a better more accurate picture quickly.
- Make sure there are no gaps in your record and make sure if there is anything that is vague or might garner a question, fix it or write a letter to the board. Also, if they have college or certifications, get them in the record.
- Submit letters, especially if you do not have observed FITREPS (recommendations from at least RS/RO, SgtMaj/CO would be better) Submit letters to clarify adversity and show progress (RS and RO letters too). Clean record if you have received an OVSM take out the LOAs that it included. Submit letters if you are LIMDU and have not or cannot run a PFT/CFT, so the board doesn't have to guess. Letters are not read in their entirety, we can summarize."



Board Preparation

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

- Marines should focus on maintaining strong leadership performance, ensuring their Fitness Reports accurately reflect their contributions, and proactively addressing any adverse documentation in their record. Successful Marines have a clear history of sustained excellence, backed by awards, strong evaluations, and a well-rounded professional development path. Ensuring physical fitness and PME completion are squared away is also critical, but performance in leadership roles remains the primary factor in competitiveness.
- Go to PME especially if you have a hard promoting MOS, Pass your PFT, Do a little more
- Control what you can control - PFT/CFT/BF%/PME (even if only non-resident). The only absolute for the board voting were 1s - Nonresident PME Incomplete / Request for Non-consideration.
- Speak to a career counselor and understand how you can improve your record.
- Review their files for completeness and accuracy. Write a letter to the board for anything they feel is not expressed in their file that they feel should be in there.
- My recommendations are to start preparing early, seek assistance from senior leadership and ask for recommendations from your RS and RO on what you need to do to get better.
- If you have qualifications, ensure they are documented. (ex. when a fitrep describes a qualification that rates an AMOS but the record does not show that AMOS, it demonstrates a lack of initiative. If IPAC won't put it in write a letter describing it)
- Ensure all your schools are in your OMPF and reflect in your MBS (especially aviation MOSs). Oftentimes I only found qualifications because they were mentioned in fitreps.
- Work on your PFT scores! Do the right thing when no one is looking and when they are looking do it with a smile. Every day PUSH like your Family and Country and Corps depends on it, because it does; very few MOS's clearly are. Ask yourself: am I physically, mentally, and spiritually prepare for war, are those around me ready too, and what can we do about it? Get with your Leadership and MMPB to go through your records with you.
- Good record keeping, PME and Training ensure the RS clearly spells out how they are performing
- Own your record; submit record of what you've accomplished and explain adversity, errors, or missing information to board members.



Board Preparation

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

- Become familiar with the Manpower website/Marines.mil MarAdmins to be as informed about boards as possible. Review the OMPF, and MBS to understand what it says about you, prior to being in-zone.
- Marines should double check that all of their administrative scores and quals reflect correctly (e.g. you have an AMOS make sure its listed). Additionally, if you know you have adversity, and it reads as vague or does not make sense when its viewed separately then write a letter to clarify or explain what happened. Also, if you have significant amounts of unobserved time take the time to explain that to the board and better yet ask your RS or RO to write a letter on your behalf to reinforce your level of performance or to help you explain why you have so much unobserved time.
- It's never too early to begin preparing! Becoming competitive for promotion starts long before the promotion zones are released. If you need guidance, reach out to a mentor or a trusted senior Marine—they are invested in your success. Utilize the resources and support available to you it will help you navigate the process effectively.
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- My top recommendations for Marines preparing for a selection board are 1) Have a conversation with their RS to know where they stand and what they can do to improve themselves prior to getting a FITREP. FITREPS hold the most weight in how a Marine is viewed on the board, so by having a discussion with their RS and knowing where they fall short and what they can do to improve prior to getting a report they will set themselves up for getting better markings. 2) BE PME COMPLETE! 3) Do a scrub of your OMPF to ensure your billet description and current duty assignment are accurate.
- Become familiar with the Manpower website/Marines.mil MarAdmins to be as informed about boards as possible. Review the OMPF, and MBS to understand what it says about you, prior to being in-zone.



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?

- PFT/CFT waivers or partials.
- Explain long FITREP date gaps, as well as any PFT/CFT/HTWT issues.
- Yes, many. Adversity on numerous records and fitness reports. SDAs as well, you would have some individual pending removal from an SDA or they had adversity on an SDA, but there was no explanation.
- PFT/CFT med waivers (were they light or LIMDU). Date gaps over adverse periods (letters could help resolve) Context on adverse situations from the MROs perspective.
- Inconsistencies in a Marine's record were often tied to adversity, particularly cases involving NJPs, adverse FITREPs, 6105 entries, or other disciplinary actions. If the matter was resolved, adjudicated, punishment completed, or entirely dropped, it was critical for the Marine to provide clarification. Missing or vague documentation on adverse actions could leave unanswered questions that affected competitiveness. A well-written letter of clarification could address these gaps by outlining the resolution, demonstrating accountability, and showcasing growth or corrective actions taken. Without such clarification, the board could only rely on official records, which might not fully capture the Marine's progression after an adverse event.
- Rifle range not shooting for years
- Yes.
- Explanation of lack of MOS proficiency due to x y or z.
- Bad scores or adversity that lingered. For example, if a Marine was UNQ on the rifle range several years ago and then went on an SDA for several years where a range was not available, a letter clarified why their score was still UNQ. It was still an issue but far less of an issue if they had not submitted a letter explaining the situation and just making it look like they were content with an UNQ score for several years.
- Yes, Fitness Report date gaps and annual training that was not complete.



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...

- Training, Date Gaps, school completion, degrees, MOS credibility, awards ANYTHING MISSING, OR THAT CAN BE EASILY MISUNDERSTOOD! If someone is telling Marines to not write letters because it will detract from their brief I personally do not agree.
- Long periods of unobserved reports
- Yes, for example, there was a Marine that was erroneously marked poorly on a report by a 2ndLt and that RS provided a letter of recommendation/clarification stating that they made a mistake in their markings and the Marine was a top tier performer, and the markings were not in line with their performance.
- No Fitness Reports.
- If adversity in records, is unclear i.e. UPB for article 92 / hazing, correspondence to the board could speak to circumstances and clarity.
- Lat Movers having limited observed time in any MOS leaving the briefer to piece together the Marine's timeline and explain it to the rest of the board. This situation came up quite a few times and would have benefitted from the Marine submitting a letter to clarify how their career has progressed.



Points of Contact

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