

# **FY25 GySgt Selection Board Debrief**



Headquarters, United States Marine Corps  
Manpower Management Records and Performance  
Enlisted Career Analyst Team (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
- Training
- Adversity
- Correspondence
- Board Preparation
- Contact Information



# **FY25 Gunnery Sergeant Board Stats**

- **FY25 GySgt Board consisted of a total of 6,277 Marines**
- **Failed Selection 2,968 (60%) from both Above Zone/In Zone**
- **Selection Rates by zone:**

<b>Zone</b>	<b>Total</b>	<b>Selected</b>	<b>Selection Rate</b>
Above Zone	2,484	776	31.2%
In Zone	2,439	1,179	48.3%
Below Zone	1,354	90	6.6%

- **549 (8.7%) of Marines were PME incomplete:**

<b>Zone</b>	<b># PME Incomplete</b>
Above	63
In	220
Below	266



# Performance

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

- Comments that illustrated the Marines performance while serving in a billet above their current rank.
- Able to execute without direction, Training and mentoring junior Marines, Fire and forget weapon, Anything that speaks positively about their leadership ability
- Promote ahead of Peers. Promote at first opportunity. Quantifying numbers of what Marines have done.
- Directed comments that explain the RS or RO's competitive profile or provide information demonstrating that the MRO is performing duties above their rank or significantly contributing to the MOS.
- Clear recommendations for promotion that match the rankings and attribute markings. Negative and neutral (promote with peers, with the needs of the Corps, etc.) are as helpful, perhaps more, than positive recommendations. Statements about special recognition/achievement for the Marine. Don't assume the briefer will see it elsewhere in the FITREP/record.
- Level of performance and knowledge specific to MOS and comparison to peers
- Clear language that the MRO is the best they have evaluated. This broke the Marine out easily. Recommended for officer programs also added value to the Marine. A word picture on appearance added value, considering photos are no longer part of the board package.
- Comments that spoke directly to the Marine work ethic and leadership
- "promote ahead of peers" "already performing at the next rank"
- If a Marine had adversity in previous reports from the current RS/RO, it always helps if current RS/RO can talk to them overcoming the adversity without rehashing the past.
- Any "PROMOTE NOW" comment that starts the Mandatory Comments. That highly caught my attention. - Any comment that highlighted future progression. Clarifying the competitiveness of your profile



# Performance

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

- Specific examples of how the Marine excelled in their duties, contributed to unit success, or went above and beyond expectations. Recognizing technical expertise, highlighting integrity, resilience, adaptability, mentorship of subordinates and peers.
- Ones that stood out to me were clearly stating that a Marine was filling a billet of a higher rank is helpful. Stating a Marine performed extraordinarily well, above and beyond all expectations is helpful and paints a word picture well. Stating "a leader amongst his/her peers" is great as well. "unparalleled professionalism, unwavering confidence, and exceptional competency", stating a Marine is the number one in BN, Company or profile is helpful.
- Be direct. If underperforming, call it EXACTLY how it is, just like the PES says. If indeed a 6+, then RS/ROs needs to call attention to everything that separates them. Should paint a clear picture of past performance and future potential. + ahead of peers + and everything that separates our very top performers + Note: at first look or soonest opportunity or with the very best of peers is vague. From below zone, ahead of peers, right now, accelerate is much better. Comments about leading subordinates, developing young officers, no supervision, performing well above peers, others seek you for advice and council, etc. etc.
- Comments that added value: Promote ahead of Peers, speak about the entire Marine concept not just MOS, state if Marine has held any stand out billets for that rank, remember that your speaking to the board so write if thou you're standing in front of the board members talking about your Marine, you have to sale, leadership and character
- Bullet points with averages and numbers. Quality and Quantity of work of MRO
- "This Marine performs well ahead of his peers", "already doing the work of a GySgt", "is already filling the billet of a MSgt/1sgSgt", "future senior leader"



# Performance

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

- Comments that stated above average performance in MOS. RS's and Ro's need to remember that board members are from different MOS's and don't understand sometimes to what is good or average. When RSs and ROs say top 5 or # of SSgts in my career.
- Comments that identify the Marine's ability to achieve positive results without significant direction or oversight. -has my complete trust and confidence in discharging duties and can be reliably counted on without thinking twice. - Versatile, I can place this Marine in any SNCO billet in my department and he'd knock it out of the park; his vision and capabilities go beyond his PMOS. Comments specifying that the Marine has earned the RS/RO's "complete trust and confidence." - I trust her completely and will seek out opportunities to serve with her in the future. Comments that speak to the Marine's ability to help guide and mentor young junior officers. This is a vital role for a SSgt to fill. An RS explaining how the MRO helped mold them into a more effective officer is very valuable in gauging the Marine's abilities. Comments from an RO saying they mentor junior officers are less impactful than from the RS. However, if an RO calls out how this Marine has helped them to improve, that is very impactful. Dramatic comments that explain how valuable a Marine is in a single, simple sentence - If you want a winning team, you want this staff noncommissioned officer on it. - If I have a problem, I can unleash this Marine without direction to solve it. - The squadron won the lottery when this Marine joined the unit. Comments that explain the level of trust the RS/RO places on the MRO - I want this Marine on my team in combat. - I want this Marine as my Senior Enlisted Advisor - This is the Marine I want maintaining my aircraft and leading my Marines in combat
- Anything concerning work ethic, performance, and personal or organizational improvements
- "Comments written by the Reporting Senior and Reporting Officer should match the markings or tell the board why the marks do not paint an accurate picture. Provide a fair and accurate assessment of the Marine's performance and future potential. Promotion recommendation. Promote ahead of peers, with peers, promote NOW! "





# Performance

## When reading Section I and K comments, what types of comments took away from the Marine?

- Comments about the Marine being physically fit and looking good in uniform
- If SNM required more than minimal supervision and was lacking in leadership, the comments were considered less favorable. -Saying "brief this Marine a 6" and the RV of the FITREP is 80. -Adding "fluff" just to fill the block. Stick to the facts about their performance and leadership.
- anything that was basic in nature... Does what is told. When and RS or RO states SNM is in the lower 3rd of Marines they have observed.
- When the RS or RO provide vague compliments and fail to address the Marine's performance, it weakens the evaluation. Comments such as "promote with peers" or those that focus on superficial traits, like how the MRO wears their uniform, are viewed as negative.
- Billet accomplishment type material, especially when overly technical or unknown outside the community. Stats and technical results should be qualitatively put into context for the board member. --Recommendations that do not match quantitative rankings. --Obvious copy/paste from the RO.
- Generic phrases and comments about needing improvement or improvement with time
- A restatement of the billet accomplishments. A bunch of data that has no value to future potential in the next rank. Regurgitated section I comments in the section K.
- Speaking about what they will be in the future, how are they now and are they ready?
- "promote with peers" "preformed as expected"





# Performance

## When reading Section I and K comments, what types of comments took away from the Marine? Continued...

- Sometimes technical/quantitative data, like you would include in an award write-up, is in Section I comments. RSs need to understand the promotion selection board is of diverse backgrounds. BL: Billet accomplishments in Section I are only helpful if it makes specific points highlighting MRO's stellar performance. Most RSs/ROs do a good job.
- When a RV/CV does not match the word picture. If the CV is below average and you are saying promote ahead of peers; I begin to question the validity of that RS/RO and the lack of profile management. -Other promotion recommendations such as: Promote, promote with contemporaries, or promote when eligible. -Do not regurgitate billet accomplishments, and speak plain language that every person can understand (example MOS specific jargon is not always understood). -Write to the board and not the Marine -A 2ndLt stating that this is the best SNCO and he will be a future SgtMaj and MGySgt with no profile established. -USING FIRST NAMES IN THE REPORT OF THE MRO.
- 1. Comments hinting at shortcomings, such as "Needs improvement in leadership" Capable, but requires supervision, Has the potential to be..." 2. Copy and paste phrases without tailoring them to the individual... "fire and forget" "top Marine I have written on, but only had 2 or 3 reports with no RV. This suggests a lack of effort in recognizing the Marines unique contributions. 3. Using filler word or talking about the Marines physical appearance vice their actions from a technical and professionalism aspect.
- promote when eligible, promote at the needs of the Marine Corps or sometimes no recommendation at all.
- Met the standard. With supervision. When tasked. Any comment about needing more time to grow or send to school to get up to speed. Promote with peers. No mention of promotion. Retain (only). Of course, not recommended for promotion.



# Performance

## **When reading Section I and K comments, what types of comments took away from the Marine? Continued...**

- Comments that took away from Marine: Little to no supervision, when there's no recommendation, when they're making officer's recommendations on an enlisted board, recommending that they go to PME, copy and paste
- Comments that stating Marine is ready for E8 or \*9 instead of focusing on the next grade. RS/RO stating to brief the Marine a 5, 6.
- "Performance was to standard", "promote",
- Anything that stated MRO did average and minimal work. When the RS and RO only spoke to outside MOS performance
- Performs with supervision, is adequate. No recommendations for promotion. Promote with peers. Sometimes. Average. Adequate. Behind. Below. Passive language. Things like "I would serve with this Marine again" or "I would serve with this Marine in combat." Of course you would. You don't get a vote, you go where the Marine Corps tells you. If you want to serve with a Marine again, say that. - "I want this Marine on my team in combat." - "I want to serve with this Marine again in any capacity." - "I want this Marine running my motor pool." - "This is the Marine I want maintaining my aircraft in combat."
- Any comments speaking of their billet description already mentioned in Page 1
- Requires supervision to complete task or performs when supervised. No promotion recommendation. Promote with the needs of the Marine Corps



# Performance

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

- I don't recall seeing this throughout the board. The RS and RO would generally be consistent with grading.
- It really depended on the Marines overall performance. If the RS had a relatively junior profile, the RO comments received more consideration.
- RO RV's were more weighted as they usually had a bigger profile compared to the RS.
- The RO's grade carries more weight because the RS profile is often fluid, and in most cases, the RO has more experience and a broader perspective on the Marine's performance.
- Whichever has the more robust profile. If equal, RO.
- This is relative to the graders profile. The larger the profile and the more senior the grader the more weight this held as far as influence was concerned. Typically, the RS held more weight.
- Caused more confusion, especially when the word picture contradicts the RV/CV. RO carried more weight. Most young officers do not do a very good job with managing their profiles.
- When that happens I feel the RS is putting feelings into the evaluation. These Marines you are righting on are not your friends
- higher weight to RS due to direct supervision of the marine.
- "Neither, unless one has a much larger profile than the other, then you still need to consider the population in the profile and the MRO relative to the population. Having placed out of calculus in high school and worked at the University of Michigan Institute for Social Research, I'm acutely aware of the limitations of the current system. But it is the system we got and cannot be fixed with such small data sets routinely at play. The only way to mitigate the limitations is with 360-degree evaluations."



# Performance

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

- Depends on the billet and meaningful contact or the rank of the RS/RO. If a 2ndLt with a 3 of 3 profile places a Marine in the lower third, but a seasoned Capt/Maj places at the top, I hold the RO comments and marking higher based on experience
- This gap between RS and RO markings can make it unclear whether the Marine is an average performer or an exceptional one. There is not one solid answer to this question. We must look at the experience of the RS and how long they have been writing reports and how many reports they have then, compare that information with what the RO has provided. If the RS is a junior officer with a small profile and the RO is very seasoned, I will hold the RO markings higher than RS.
- This would depend on the size of the RS/RO profile but typically, the RO will carry more weight for me because they usually have more TIS and experience to draw conclusions from.
- It depends. Could be an outlier. How mature is the profile? Did the trend continue with same RS RO? I am inclined to go with the one who has the larger profile...if equal, I will go with the RO because they are the senior Marine and to give the Marine the benefit of the doubt.
- I value RS comments more due to the day to day interactions, the RO should be able to establish his comments from the RS Section I comments.
- RO has more weight, due to them have more direct observation of MRO and can give a more accurate assessment.



# Performance

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

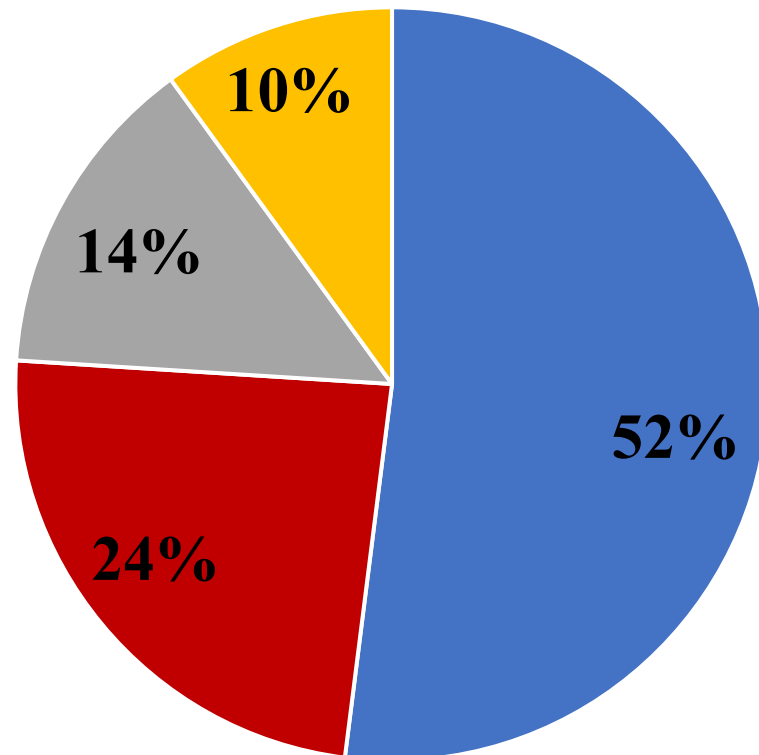
- I gave the Marine the benefit of the doubt and went with either the higher value or the better comments.
- I gave the benefit to the MRO. Unless the RO was a Field grade officer or above
- In general, I tended to weigh both the RS and RO's markings equally. However, if there was a disagreement between aggregate RS and RO marks, I would consider two things. First, what are the ranks of the RS and RO (how many Marines are they likely to have interacted with) and second, how robust are the profiles. An RS 85 from a 1stLt with four reports in profile does not mean nearly as much as a 7 block from a senior Major or LtCol. If they both have well developed profiles, I tend to give more credence to the RS marks since they would have more regular contact with the MRO.
- The RS comments because the RS is normally the 1st line supervisor with more interaction and time with the MRO.
- It depends on the RS/RO profile and comments. It would be assumed that the RS have more visibility and contact with the MRO however it's expected that the RO would rack and stack all the Marines being reviewed.



# 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, upper third, how did you view/interpret the Marines performance on the RS Profile?**

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





# Performance

## Which area did you rely on to paint the overall picture, the Marine's Relative Value or section I & K comments?

- Section I & K (x6)
- Relative Value/RV (x2)
- Both (2)
- Explicit comments on whether/to what degree the RS/RO recommends promotion.
- All three were used to paint the overall picture. Section I and K carried slightly more weight.
- I used both, together they gave the best picture
- RV to gage initial vote and comments to confirm it.
- Both, plus all kinds of other things. RV and RS/RO comments are a big part, but only a part. If marks don't match comments, then I will specifically talk to it. But only some other board members did the same; there should be validated minimum math and logic scores for board members due to "anchoring bias".
- Both combined. Word picture needs to match marking philosophy. If they don't match, I use overall comments coupled with previous performance as a baseline.
- Section I&K comments hold the most weight in my opinion especially in cases of fast risers, late bloomers, or Marines with unique skill sets that RV alone might not fully capture.
- Comments carry more weight than RV
- I considered both, but comments mattered more.
- Overall picture. If RSs and ROs spoke to what MRO falls short on profile, I put more Wt on comments.
- This is not an either or. Both are essential to get a picture for the Marine. I tended to weight relative values much higher to gauge performance, but section I and K comments can really help to understand the value a Marine provides. Section I and K is where an RS or RO can provide context on intangibles that make a Marine more qualified for promotion. A Marine does not need to be an RS 100 and RO 8 block to have critical value for a unit.





# Performance

## How is it viewed when the RS/RO comments did not match the Relative Value/Comparative Assessment?

- The comments paint the picture of how the Marine performs. I added more value to the comments.
- There were many cases where the word picture did not match the RV and the board had to try and interpret the Marines performance. If the RS/RO added an explanation about their profile being skewed, it helped the Marine.
- Didn't really pay attention to the comparison.
- If the RS/RO do not explain their relative value or comparative assessment, it is viewed negatively. It can give the impression that the RS/RO are unwilling to be honest about the Marine's performance.
- It's curious and should be put into the context of the overall profile.
- This depended on the profile and seniority of the grader. The more junior and smaller the profile the less impact this had. The glowing report with an RV of 80 was generally not looked on favorably.
- It is viewed poorly.
- It looked like the RS/RO were protecting their profile and hoping the word picture would pull the Marine over the finish line
- Negative
- If the RV/comparative assessment is unfavorable, but the comments are very positive, it's often viewed by me as the RS/RO not having the courage to speak truthfully. But in their defense, the PES order makes it hard to be truthful about below average/poor performance without submitting an adverse report.
- Questioned the validity of the report and brought into question the Officers ability to write an accurate report.
- If the two contradict each other, that signals a deeper issue in the evaluation or shows the evaluators are hiding their true evaluation in their RV and covering that up with flowery words in the comments.



# Performance

## How is it viewed when the RS/RO comments did not match the Relative Value/Comparative Assessment? Continued...

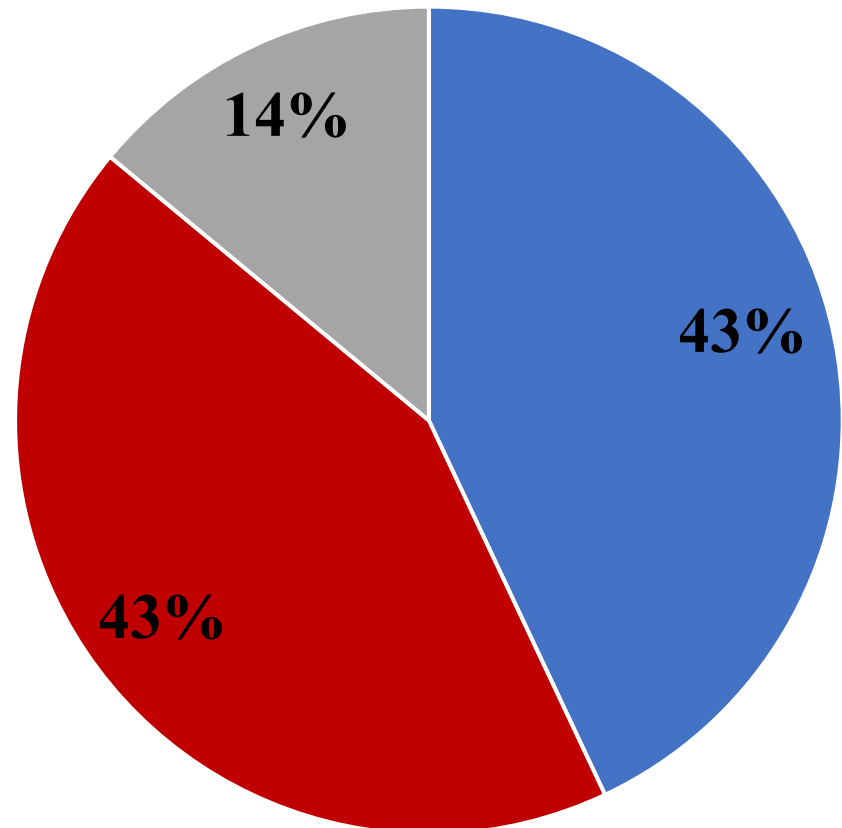
- it can be confusing and that's when/why I rely on comments over the values.
- Frustrating. Same on Os for not being disciplined or have moral courage.
- Lack of communication and that the Marine probably wasn't one of their heavy hitters.
- Neutral, need to see others to have an overall assessment not dependent on one.
- Made it difficult to evaluate the Marines' record. I gave the benefit of the doubt to the Marine if comments painted the better picture, I went with comments, if the values were better, I went with the values.
- Made voting challenging. I went back to Marines overall career. Those RSs and ROs need to be placed in a different billet where they're not in charge of Marines.
- "If the RV/CA marks were low but the language was glowing, it made the RS and RO lose credibility. It indicates that the RS/RO don't know how to manage their profile or they are unwilling to have a hard conversation with the MRO and have an honest conversation about below average performance. On the other hand, if the RV/CA are excellent and the language is muted, It could indicate a mismanaged profile or someone who is not good at writing."
- Confusing, however understandable that not all RS RO grade the same.
- "The Marine gets the benefit of the doubt. There are many reason: Mismanaged profile, RS isn't a good writer or RS isn't being honest with the MRO on performance. "



# 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

## What are examples of valuable promotion recommendation comments?

- "Board Member - If there was one Marine that the Marine Corps needs to promote to the rank of GySgt, SSgt (insert name) should be it. An absolute must for promotion at the detriment of others. "
- "-Promote now-Promote last year-The Marine Corps needs this Marine as a GySgt"
- Promote ahead of peers, promote NOW, promote at first opportunity
- "Promote ahead of peers." "Promote now!" "Promote at the expense of others!"
- Negative and neutral are as helpful as positive. Positive are harder to distinguish (e.g., highly recommended vs strongly recommended).
- "I found desire to work with individual Marines again in the future particularly helpful. I would work with this Marine again, I would request to serve with this Marine in the future, wish I could take this Marine with me to my next command, I would work with this Marine anytime and in any place. I would look to serve with this Marine in combat etc..."
- Promote now! Already performing at the next rank. A future E9. Promote ahead of peers. Promote at the detriment of others.
- "Promote this Marine now, they are ready. Promote ahead of peers Already performing as a GySgt "
- promoted with peers, promote now, promote ahead of peers
- At the needs of the Marine Corps; with peers; ahead of peers; promote now; etc.
- "-PROMOTE NOW! (all caps)-Board do not miss this opportunity to promote this Marine-Any recommendation to be selected to an Officer program-Immediately ready to assume the rank of GySgt-Already doing the job of a GySgt, just needs the rank- board make it official!"
- Stating that you would work with MRO again
- Promote above peers, Promote now, Promote immediately.



# Performance

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

- "1. Ranks in the top 5% of all Staff NCOs I have worked with; an indispensable asset who will thrive at the next grade.2. Absolutely deserving of promotion—has the character, leadership, and technical skills to excel as a Gunnery Sergeant.3. Already performing at the next level with exceptional leadership and technical expertise.4. Has already assumed responsibilities well beyond his paygrade, proving he is more than ready for the next rank."
- "Accelerated" comments, specifically - promote ahead of peers/contemporaries, promote now, promote immediately. Retain at the detriment of others, retain and promote at all costs. The "typical" comments are promote and retain with peers, so seeing the RS/RO recommend immediate promotion with a complimentary word picture will knock up the scoring.
- enthusiastically recommended for promotion well ahead of peers and assignment to everything that separates our very top performers.
- "Promote NOW!" "I would seek to serve this Marine in a future unit", " I want this Marine in my unit, promote immediately"
- "Promote now Promote ahead of peers but only if the MRO was a top of the RS or ROs profile."
- Ones that aren't just a rubber stamp. Comments like "promote with peers", "ahead of peers", or "at all costs" are just filler. Make it personal. "Promote this Marine so he can be my Co GySgt" stands out a lot more.
- Anything concerning work ethic, performance, and personal or organizational improvements whether good or bad.
- A must for promotion. Promote NOW.



# 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?**

- The length of the report didn't do much for me. It was the comments.
- Each case was different. If a Marine had a short period coming off an SDA with a low RV or general Sect I & K comments, the report was not weighed heavily.
- No.
- A 12-month report does carry more weight; however, it doesn't have a significant impact on how I view the report.
- The scores/ranking/comments matter more than the length.
- The longer the report the more weight it held.
- Yes, but not much. With regard to question 10, we need to see the number of reports within category (upper, middle, lower) next to the percentile. The MBS shows this data, but DPR did not display it.
- No, it didn't
- length did not matter as long as it was observed.
- "Longer reports hold more weight, but I'm not sure if all board members factor that in because of the RA and RO At Processing and Cumulative summaries which do not weight the length of the report. Most board say ""majority"" for less that 50.1% because the briefing template says:13. Fitness Reports RS: At processing in GRADE the Majority of THIS Marines Fitreps are in the: Upper (good), Middle (average), or Lower (bottom) third Cumulatively for CAREER the Majority of THIS Marines Fitreps are in the: Upper (good), Middle (average), or Lower (bottom) third RS Comments: RO: At processing in GRADE the Majority of OTHER Marines are graded: Above (bottom), With (average), or Below (good) this Marine Cumulatively for CAREER the Majority of OTHER Marines are graded: Above (bottom), With (average), or Below (good) this Marine RO Comments:"



# 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...**

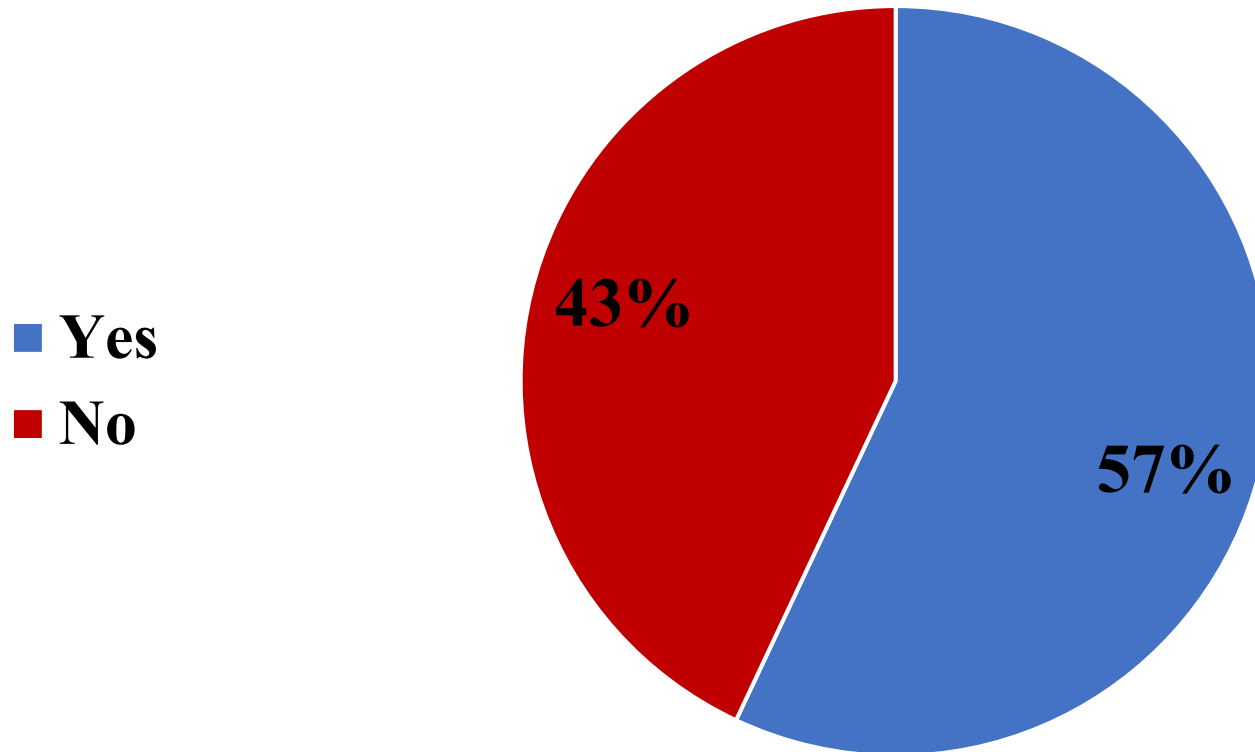
- Did not matter to me as long as the Marine performed during that period and the RS/RO gave a fair assessment. Officers need to stop doing welcome aboard fitreps to show progression.
- A longer report is generally more impactful because it showed sustained performance, but a shorter report could still be significant depending on the comments and markings.
- I viewed this as dependent on the "competitiveness" of the MOS, be it the overall performance of the Marines or the low allocation with high population in the MOS but for the most part this did not have much bearing on my vote.
- Longer = better
- The length of the report doesn't really matter, it's how well they performed
- The more time the RS has the more assessment can be passed
- If a Marines' performance is so profound the RS/RO wanted to observe a 3-4 month report, I weighed that heavily.
- The if the report was short but values were low, I didn't put much wt into it. If the next report was from the same RS and it showed improvement, I would cancel out the previous report.
- It depends. If the Marine received three reports from the same RS in what would normally be a single annual reporting period, I tended to lump the values together. However, sometimes a Marine makes a huge impact in a short time. If a Marine has multiple short reports from several different RSs but they all have similar values (both high and low), I actually considered that to be valuable data.
- Yes, more time means more observation and more time to establish a relationship and understand and grade the MRO.
- It depends. Sometime longer fitreps hold more weight however a Marine should perform regardless.





# Performance

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

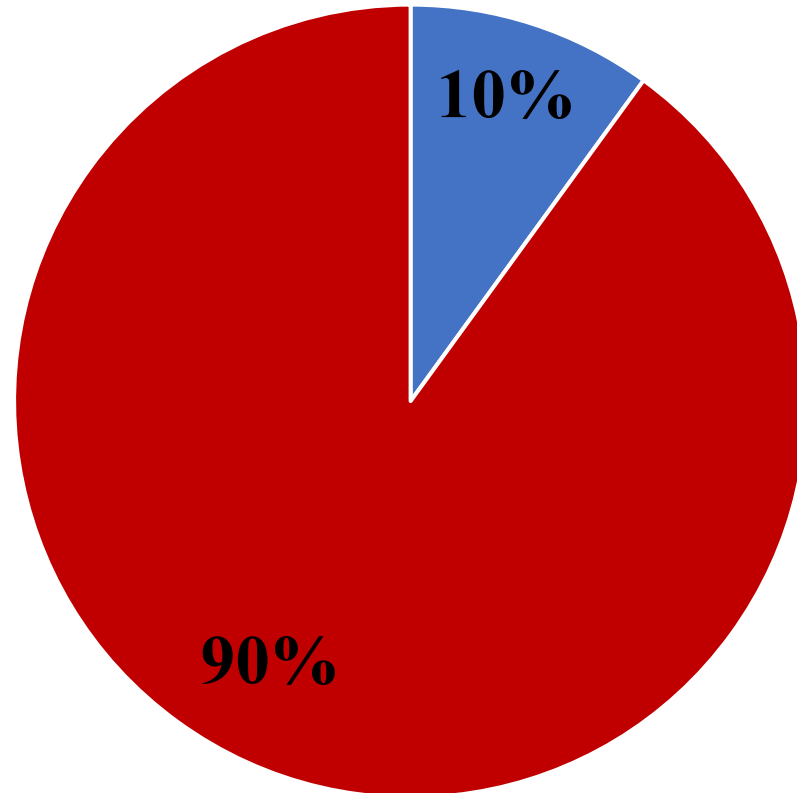




# Performance

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

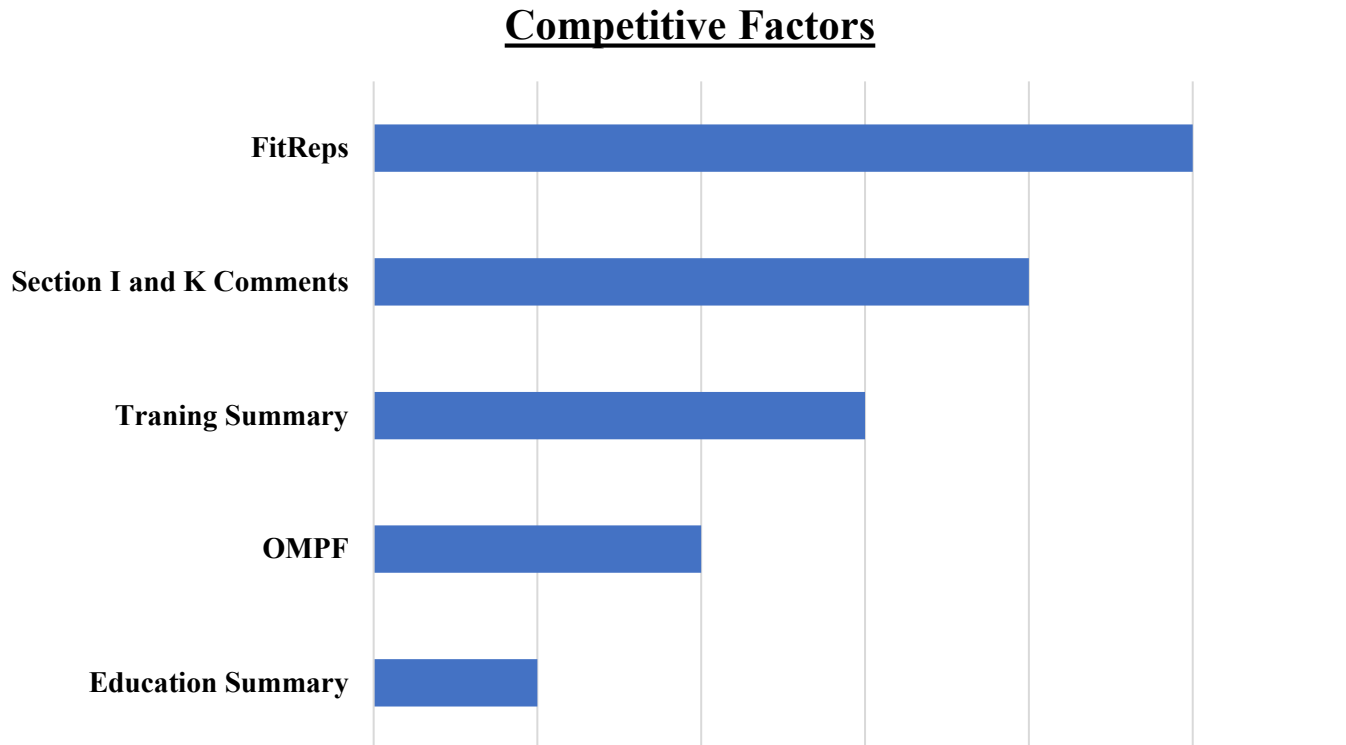
- Cumulative in service
- Cumulative in grade





# Performance

How would you rank these competitive factors?





# Performance

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

- No impact. Comments were relied upon heavily.
- The Marines performance told the story regardless of the profile size. However, if the performance dropped on the next FITREP with no explanation, it opened the door for scrutiny.
- Seasoned is better. However, I took a new profile into perspective too as a new officer and looked at previous fitreps to see how they compared.
- A seasoned RS/RO profile typically carries more weight because it reflects a deeper understanding of the Marine's performance and development over time. While new profiles are not viewed negatively, more credibility is generally given to seasoned profiles, as they tend to provide more context and a fuller picture of the Marine's capabilities.
- If an RS/RO manages their profile correctly, a report should be graded the same whether the profile is relatively new or seasoned assuming the same performance.
- The more seasoned the profile the more weight it held
- Seasoned profile carried significantly more impact than a small profile.
- Yes, if a Marine was high on a large profile they are doing very well
- larger the profile the better
- This question was answered earlier as it was prompted by a different question. The bigger the profile, the more weight goes into the RV/comparative assessment.
- "-Season profile had more credibility to performance and the word picture generally matched the marking; this made it easier to digest and promotability.-New profile, if appropriately managed coupled with great comments held weight.-A new profile with ""F"" and ""G"" markings were over inflated and detracted from the report."



# Performance

## What was the impact of the size of an RS/RO's profile when reviewing Marines' records? (seasoned profile v. new profile) Continued...

- "Seasoned Profile More Credibility & Stability: A well-established RS/RO profile provided a stronger benchmark for comparison. More Competitive & Accurate Rankings as a Marine graded in the top third of a seasoned RS's profile carried more weight because it meant they stood out among many. New Profile Easier to Rank Higher: A Marine could receive higher markings simply because fewer Marines had been graded, rather than because of exceptional performance."
- Seasoned profiles are viewed favorably but usually after reading through the comments.
- Significant. Mature profile matters more.
- A distinct difference
- Seasoned is preferred
- Typically the RO's profile was easier to use however, some RSs called out their profiles which was helpful in evaluating Marines FITREPS.
- On a seasoned profile, as long as MRO was on the higher end it helped. Small profiles didn't hold wt.
- Again, it depends. If an RS has a small profile (three to five MROs), then the RV at processing holds less value. A report from an RS that holds a high value from early in the RS's profile over numerous Marines, it meant more. In general, an RS or RO with a larger profile made it easier evaluate the performance of the Marine.
- Have to heavily rely on word picture with small profiles. Where as with established profiles you can rely on both RV and the Christmas tree.
- A seasoned profile have more impact as they have observed more Marines.



# Performance

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

- Irrelevant
- Favorably. But most MOS's were very competitive and some just did not hold up to the competition.
- They were at the same level as everyone else. They started equally and had to prove that they were better than everyone else this year.
- A Marine selected as an Alternate was viewed based on their performance and was only considered in case of a tie.
- Not relevant. I do not think this information should be provided to the board.
- Having been the alternate selection was generally looked on favorably however, it was not an automatic for selection.
- Honestly, quite unfair, especially considering some of them will not get selected this year based on the competitiveness of their MOS. Almost gives the MRO false hope.
- Marines that were alternates were higher as long as they added to what they did the year prior
- none
- I felt bad for many Marines that were alternates last year but unlikely to not get selected this year. While TIG and MOS experience (for some MOSs) is important for me, I think alternate selections should not be notified because it may create an expectation with the Marine.
- Continued performance from last year was critical. Just because you were an alternate last year did not mean you were a shoe in this year. If you did not remain competitive or show continued progression, you are looking at a pass. Each board and the population of performance/competitiveness is different year to year.
- Held minimum value as the Marine was competing against peers on current board.



# Performance

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

- maybe slightly more competitive but mostly that didn't have any effect on my vote.
- They were viewed like all others
- They need to be almost pre-selected, if they have gotten boarded by 20 prior board members that say they should be promoted but could not due to no allocations. as they would be activated if someone could not fulfill their selection.
- I weighed it heavily and gave them special consideration.
- Didn't add value.
- It didn't affect the way I evaluated the Marine. Their performance was what mattered. There were several instances where alternate selections were simply not competitive this year.
- It sort of helped, however new board members, new allocations, and new competition, a lot can change over a course of a year for a Marine.
- "Did not play a role. They are competing with a new group of Marines. They have to be competitive."





# MOS Credibility

## How can a Marine show or capture MOS credibility?

- FITREPS
- By their performance. Simply being in the MOS for long periods and being average was viewed as less favorable than a Marine that performed everywhere they were placed.
- Review their records, clean it with S1 through ORMA. So many Marines had old things in their DBR
- Making sure that their MBS is in line with their MOS Smart Card.
- Perform in MOS billets.
- Hold and perform well in billets and at assignments outlined in the MOS smartcard. Pursue and complete advance certifications and qualifications within the MOS.
- Schools, above average FITREPs, and breakout Sec I/K comments.
- Bloom when in MOS billets, being average in MOS but great in B-billet didn't make them higher than others
- amos, schools, key billets
- By serving well in a billet in their MOS. It's on the RS/RO to "capture" it though.
- Meeting/ exceeding the standards of the MOS promotion manual and MOS roadmaps. Critical/key billets requisite with grade mattered. If your MOS has an advanced school, and you have not attended but others did, I viewed them as more competitive than you.
- Added value was shown when Marines were recognized as the top Marine in their battalion, selected for advanced technical training, tasked with high-level operational planning, or performed well in MOS while deployed.



# MOS Credibility

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

- Ensure their billet descriptions reflect stand out billets inside their MOS, ensure that any/all certificates are placed in their records and ensure their RS/RO add some comments related to MOS credibility/experience.
- Fit Reps and MBS. Key billets by grade and key schools.
- By trying to maintain credentials and attending any MOS schools or refresher programs
- Instructor in his/her MOS producing school
- Going to required courses or billet accomplishments. Also, the comments from the RS/RO on their performance in their MOS helped out.
- Performance in MOS. Holding higher billets in MOS. Doing MOS related PMEs.
- "Update your OMPF! Make sure that every AMOS you rate is listed. Similarly, add the important AMOSs in your billet duties/accomplishments. If you are a CDI/CDQAR or have an ESSENTIAL skill for your PMOS, make sure the board can see that. Perform where you are planted. Marines can individually do it by having reporting officials use plain language. OCCFLD sponsors need to ensure they are submitting updated MOS smart cards to MMRP. It is detrimental to the MOS community when they don't. Many above-average reports in key PMOS billets, or high performance before and upon returning from SDA held a lot of weight for me."
- Personal and organization performance...what have they done to improve themselves, their Marines, processes for their section, unit, and their community.
- "Sustain performance within your MOS. MOS schools if available or have the ability to attend.



# MOS Credibility

## How did you view MOS credibility in terms of competitiveness?

- Difficult to answer. If Marines get promoted on an SDA, and come in zone while on the same SDA, it's not their fault they don't have MOS credibility as a SSgt. Performance all around and section I and K comments
- Many were promoted while on an SDA. If they were performing before the SDA, they were more competitive.
- Marines who had more were more competitive.
- Very important especially if the Marine has never left the MOS
- Highly important.
- The more MOS credibility the more competitive the Marine. MOS credibility held the most weight for me.
- Very competitive. GySgts have to know their MOS and be good at it.
- Very high
- competitive
- I weighted it heavily, when possible due to longer TIGs. But some MOS's have such short TIG so many Marines don't have in-grade/in-MOS FITREPs, or even significant time in MOS as a Sgt or SSgt if they did an SDA.
- Deciding factor in my opinion. We are promoting based on MOS population, not the whole Marine Corps. If there is no MOS credibility as a SNCO, it was detracting UNLESS you were a TOP PERFORMER as a Sgt and meet the requisite schools for your MOS.
- Viewed Highly, Marines need to be well rounded, but it was evident when a Marine was dodging their MOS.
- Dependent on the MOS but typically this is one of the most important factors. Within a cyber/IT related field I weighed this factor well over any SDA.
- Very important



# MOS Credibility

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

- Mattered. Zones were short this year, so was tough sometimes especially if on SDA only in grade.
- MOS credibility is a major
- Highly, they are getting viewed in their PMOS
- There are many different opportunities for Marines to excel in their career and at times "needs of the Marine Corps" comes into play, so, you must "Bloom where you are planted"
- "It mattered but it's not everything. There are minimum skills you must achieve. For example, I am not going to recommend an aviation mechanic to be a GySgt who is not a CDI. However, performance is key. If I have one SSgt with fewer quals but consistently higher marks from multiple RSs and ROs than another Marine with far more quals but lower performance, I'm going to choose the Marine who performed. We can qual up a Marine, I can't fix your leadership and time management after you've been in the Marine Corps for 10 or more years. As a GySgt, I do not need you to be the best trigger puller or wrench turner. We have Cpls and Sgts for that. I need you to be able to lead and manage your Marines. Your job will be to ensure that your Marines are progressing in their qualifications and achieving their PME requirements. If you are a leader and you are not actively invested in making yourself obsolete in any team you are part of, you are failing to do your job. Bottom line, the number one thing that will indicate MOS credibility is being able to perform in your MOS. Qvals help, but solid RS/RO marks are the best indication I have about a Marine's performance and potential for future service."
- For SSgt to GySgt a must....I cant expect you to be a GySgt if you've never done your job as a SSgt.
- "MOS credibility is extremely important in terms of competitiveness, also overall performance matter."



# MOS Credibility

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

- MOS progressive schools are important! But I believe if a Marine without MOS progressive schools is performing better than someone with the schools, the Marine without the school should be promoted.
- Very important. It showed that the Marine was interested in career progression
- MOS progressive schools are important as you get up in rank, so they were held in a higher regard.
- Yes, progressive schools add value, especially if they're a requirement for promotion. They demonstrate that the Marine has the requisite knowledge and skills to perform effectively in their MOS.
- MOS dependent.
- They held a lot of weight provided the performance was there as well. MOS schools with low performance did little to help boost a Marine.
- Very impactful, especially if there was a lot listed on the MOS smart card and the MRO attended them.
- They added value, it showed the Marine wanted to be better
- not super impactful
- Depends on each MOS. MOS Manual and MOS Smart Cards are not always congruent.
- They added tremendous value and shows your continued dedication to the institution. Those Marines finding time to enhance their education shows their willingness to excel in higher grades and billets.
- Depends on the MOS as some MOS were very competitive and additional school were breakout for Marines.
- This is always looked for and viewed favorably, it shows progression and motivation to get better on the Marines part.
- It depends on the MOS, length of school etc., but performance is key.



# MOS Credibility

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

- Somewhat. Mattered more depending on the MOS (e.g. aviation maint and IULC...not so much in others). Of course SDA gets a vote and has priority.
- Very, for me it showed initiative
- Highly, we talk about road maps, i like to see the career map followed
- Although most are not required for promotion, they still did add value so long as they were pertinent to your current MOS. For example, if you are an 0111 but you went to HRST master school, it didn't make much sense.
- Very important
- "School is useful and is the best way to ensure we are passing along useful skills to Marines. If the course is a requirement, then it really matters (e.g. IULC for 0369s). That said, I care about your performance. If you have every school listed on the MOS smart card but you are an average performer, I will rank you lower than a Marine with fewer schools but higher performance. If a Marine is already performing well in grade in a key billet, I'm not going to hold them back and promote a Marine who has the school but doesn't show the same quality of work. Schooling is not a replacement for being able to do your job. Results matter - education just helps."
- It helped breakout the Marine from the pack, the next thing looked at next to performance.



# MOS Credibility

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

- It showed their eagerness to be more competitive. I weighed the AMOS's semi heavily.
- If an MOS had a lot of A MOS's and an individual had them all, they were more competitive than somebody that had a few or none.
- a lot. Especially in the Air Wing MOS's. AMOS's speak highly of your progression.
- A Marine's AMOS significantly enhances their competitiveness, especially for those in Force Multiplying roles like FFI, MAI, MWCIS, etc.
- MOS dependent. E.g., important for aviation mechanics, not for infantry.
- Provided that their performance backed it up AMOS had a positive influence on their competitiveness.
- somewhat. If roadmap had AMOS' listed and the Marine had it, it helps significantly.
- It depended on the AMOS MCMAP MCRISS, and Force Fitness showed the Marine was well rounded
- made them higher competitive
- Depends on MOS
- Depends on the MOS being briefed, but if it enhanced their MOS credibility, it added value. Example: WTI, Airborne, Combatant Diver, etc.
- The board members looked at the totality of a Marine's career, A strong SDA and AMOS performance can be just as valuable as in-MOS experience when evaluating promotion potential.
- This again is dependent on the MOS, within Aviation fields this was heavily weighted.





# MOS Credibility

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

- Precept says highest.
- I don't think to much
- Was able to see MOS progression
- None
- Showed a more diverse Marine and added to my vote.
- "They were helpful to capture if a Marine had achieved minimum skills required for promotion (e.g. CDI for a maintenance Marine) or skills the Marine Corps stated made a Marine more qualified (MAI, EO Advisor, etc.) An up-to-date MBS with PMOS relevant AMOS's made it easy to gauge the utility a Marine could provide. However, a Marine who had numerous AMOS's that were ancillary to his or her PMOS tended to take away from their value in my eyes. A Swiss Army knife sounds cool in theory, but they aren't actually very good at cutting things."
- It helped. A Marine with an AMOS has additional
- Depends on the MOS and if the AMOS is required for the MOS.



# MOS Credibility

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

- Yes (x3)
- No (x3)
- Performance told the story regardless of the assignment.
- Not to me. Bloom where you are planted.
- The diversity of a Marine's assignments can influence their competitiveness, especially when considering their Time in Service (TIS).
- Yes, being able to do your job in any given clime and place looked very good
- not necessarily
- Yes. But I try not to hold against a Marine what they cannot control.
- No, performance in the MOS regardless of the billet/unit assigned. However, being at the same unit for extended periods (5+ years) detracted.
- No, as long as the Marine was a consistent performer.
- Yes. 03XX and cyber/IT related MOS's, just as an example prefer to have less diversity at least in regard to SDA and anything outside of the MOS.
- Yes, not critical, but was a breakout.
- The MOS dictates
- Yes depending on MOS and unit.
- Depends on the MOS. Assignment diversity and performance in their areas meant a more well-rounded and experience Marine.
- SDAs yes. Seeing a GCE Marine in the MLG or Wing unit or Wing Marine in the MLG hurt the MRO. As a SSgt staying in MOS other than SDA was valued more.



# MOS Credibility

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

- "My number one priority was choosing the best Marines to continue progressing within their MOS. However, the Marine Corps tells us where to go and what to do and I recognize that leaving your MOS to accomplish an SDA can hurt your MOS progression. I took that into consideration and didn't hold it against a Marine if being a recruiter or a drill instructor came at the cost of key billet time or AMOS acquisition. Additionally, I did not hold it against a Marine if they did not perform as well on an SDA as they did in their PMOS. I don't need you to be an amazing recruiter as a GySgt (we have 8412s for that), I need you to be a good leader in your MOS. Similarly, being a stellar DI or recruiter doesn't negate poor performance in your MOS. Bottom line, being a good drill instructor or recruiter doesn't make you better at fixing aircraft, managing a motor pool, or ensuring that the administrative needs of Marines are handled efficiently and correctly."



# MOS Credibility

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

- Previous experience, section I and K comments
- Past performance equals future potential.
- Bloom where you are planted. We promoted for future potential. If you LAT move and are good in your MOS the perception is you'll be good in the new MOS. SDA, if you completed, and were good you should remain good.
- Performance in previous MOS or rank were used.
- Use the performance in the prior grade as a proxy. Use in grade performance outside of MOS as a proxy.
- I looked at the totality of their performance over their career.
- Very hard to properly evaluate.
- I looked to what they had done before and was it above average. Did it show that this Marine will fight to be better no matter the situation
- based it on performance and prior MOS experience in a lower grade
- Look at past performance and comments on potential
- Previous performance spoke volumes, and the whole Marine concept: training summary, education summary, and RV/CV values played a crucial role. If you lateral moved because you were a substandard performer in your MOS as a SNCO, it was telling and I still viewed you as chasing another MOS to be promoted and hide.



# MOS Credibility

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

- I allowed the Marines record to paint the picture of the Marines career. Items that are a matter of record are what counts, and it is the responsibility of the Marine and their leadership to ensure the Marine has the best chance for promotion.
- Look at any previous performance results, were they good, bad, average? Did it show progression, "bloom where planted" then that will help but typically they will be scored a little lower regardless.
- TIG was short sometimes. Did not hurt them, but the one who has PMOS as Sgt, SDA as Sgt/SSgt, and PMOS after SDA as SSgt was best qualified. Sometimes came down to timing.
- Go back prior to, you have to give the Marine the best possible opportunity
- Reviewed their assessment in their current assignment
- At times, there were Marines who had no observed reports for extended periods of time. I had to go off the most recent observed report. If a Marine was on an SDA, I considered them extremely competitive!
- I valued it as average as MRO had no MOS proficiency.
- Past performance. In the absence of any more information, your past performance is all I have.
- For SSgt to GySgt it was important, if Marine didn't have MOS proficiency, they were not competitive.
- Bloom where you are planted.



# Special Duty Assignment

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

- No (x5)
- Only if the marks were above average.
- No. Especially recruiting duty as majority of those RS averages were historically lower than FMF.
- Yes when trying to breakout marines from one another.
- Performance is what matters, not type of FITREP.
- SDAs seemed to not carry that much weight if the Marine performed average to below average. This needs to change. We tell our Marines to pursue an SDA to be considered highly competitive, but when the Marine only performs average, the board sees it as just that.. an average performing marine. We need to have separate breakouts for fitreps that capture performance on an SDA and not allow those fitreps to bring down the Marines RV/CV values in MOS. This would also allow the board to identify top performers in an SDA.
- No, SDA reports are hit or miss the Marine needs to be successful
- less favorable
- Not in my opinion. If they were above average and had glowing comments, it added value but usually complimented a top performing Marine outside of SDA. -If they were average performer on SDA and completed the tour successfully, that held the water. I completely disregarded RS/CV from recruiting and focused on comments for future progression. Recruiting fitness reports fluctuate frequently based on ""what are you doing for me now



# Special Duty Assignment

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

- Marines with SDA fitness reports were often viewed more favorably than those without when considered in isolation. However, they were not inherently more valuable than combat reports, especially given the current scarcity of Marines with combat experience.
- absolutely not. Only if they did well but largely ignored if they didn't perform well in the SDA but do in MOS.
- Yes, per precept.
- Yes. If a Marine is serving on a demanding SDA, I viewed those reports more favorable.
- Yes SDAs held more weight.
- "No. My number one priority was choosing the best Marines to continue progressing within their MOS. Being a good drill instructor or recruiter doesn't make you better at fixing aircraft, managing a motor pool, or ensuring that the administrative needs of Marines are handled efficiently and correctly."
- SDA was just a breakout and added a +, FITREPs in the FMF and Combat was extremely more favorable.
- Performance on SDA carried a lot of weight.





# 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?)**

- Marines with SDA's were grades as more competitive in my opinion.
- A Marine showing average or below average on an SDA but was a strong performer in their MOS prior to/ after was more competitive. But having an SDA or screenable billet looked favorable.
- No. especially if you had lower training than Marines who had not gone in your MOS. You must maintain competitiveness in your MOS, and Full Marine Concept
- Yes, especially if they are progressing i.e. SDI, CDI, SNCOIC of an RSS or Det CMDR.
- Performance is what matters.
- It was looked at favorably however performance was king average performance with an SDA does not better above average performance with no SDA
- If they had it, it helped, but a Marine with average performance with an SDA seemed less competitive than a Marine with above average performance and no SDA.
- Made them more competitive
- didn't affect it
- Generally made them more competitive
- "-Performance while on the SDA was critical, that includes before and after the SDA. -Performance simply means successful completion of the SDA but break out for above average. "
- Holding an SDA (Special Duty Assignment), Type I, or Type II screenable billet generally enhanced a Marine's competitiveness. An above-average performance in a primary MOS, especially in a critical or combat-related role, still carry significant weight, particularly in competitive promotion boards over an average performer with an 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...**

- This depends on the performance but typically no
- Yes, in general. Why, because the precept directed us and SDAs are demanding. There were some exceptions however.
- Performance is key, average with SDA means nothing
- It was viewed positive, showed growth and ability to adapt in a new environment, then how they performed once they got back to their PMOS
- Yes, for this member, a Marine with average performance on an SDA was more competitive than a Marine with above average performance in the fleet. I would expect a Marine who has not left their MOS to have "more quals, schools etc." than a Marine who is conducting an SDA.
- Marine with SDA was valued more.
- Completion of an SDA can help make you more competitive but it's not a guarantee. If there are two Marines with similar records and performance but one had completed or was most of the way through an SDA, that Marine was considered more qualified. Departing your MOS to fill an SDA can come at the cost of advancing qualifications, getting time in a key billet, or attending an important school. I did not hold that against the Marine and would consider them qualified. However, if you have average to below average performance in your PMOS prior to going on an SDA, that information is in your record and I'm not just going to overlook it. If a Marine displayed average performance in their MOS, taking an SDA does not mean I would recommend that they be promoted over other Marines who had better sustained performance in their MOS.
- All about performance in MOS. SDA is just a breakout if performed and/or completed.
- I viewed Marines with successful SDA a more competitive.



# Special Duty Assignment

## How did you view adversity on an SDA?

- I weighed this very heavily. Situation dependent of course, but if a Marine was RFC'd from SDA, I took that extremely serious.
- It depended on the type of adversity, length of time since the occurrence, and their performance afterwards. Especially if they were relieved.
- Depending on what it was and the outcome. Marines had adversity but completed the 36 months still. Some had adversity but RS/RO still recommended them for promotion in the FMF.
- Depending on the adversity. Missing mission or subpar performance 6105s did not carry weight. DUIs, adultery or any other serious offenses was viewed negatively.
- Adversely.
- Adversity is Adversity regardless of where it was
- On a case-by-case basis.
- Depends on the adversity and if the Marine had those same issues before.
- same as in their MOS
- The amount of adversity on recruiting duty makes one not give much weight to some of the adversity that occurs on recruiting duty.
- Depends on what the adversity was; but generally anything that resulted in Relief for Cause was held greatly in my opinion. Any form of misconduct with a recruit, or applicant weighed significantly. Additionally, any form of extramarital sexual misconduct (adultery) was a common theme.
- Depends on the adversity, The impact of adversity varies depending on the situation. There is a distinction between mistakes and character flaws. Adversities related to integrity, substance abuse, alcohol, sexual misconduct, or mistreatment of others carry greater weight than a simple mistake.



# Special Duty Assignment

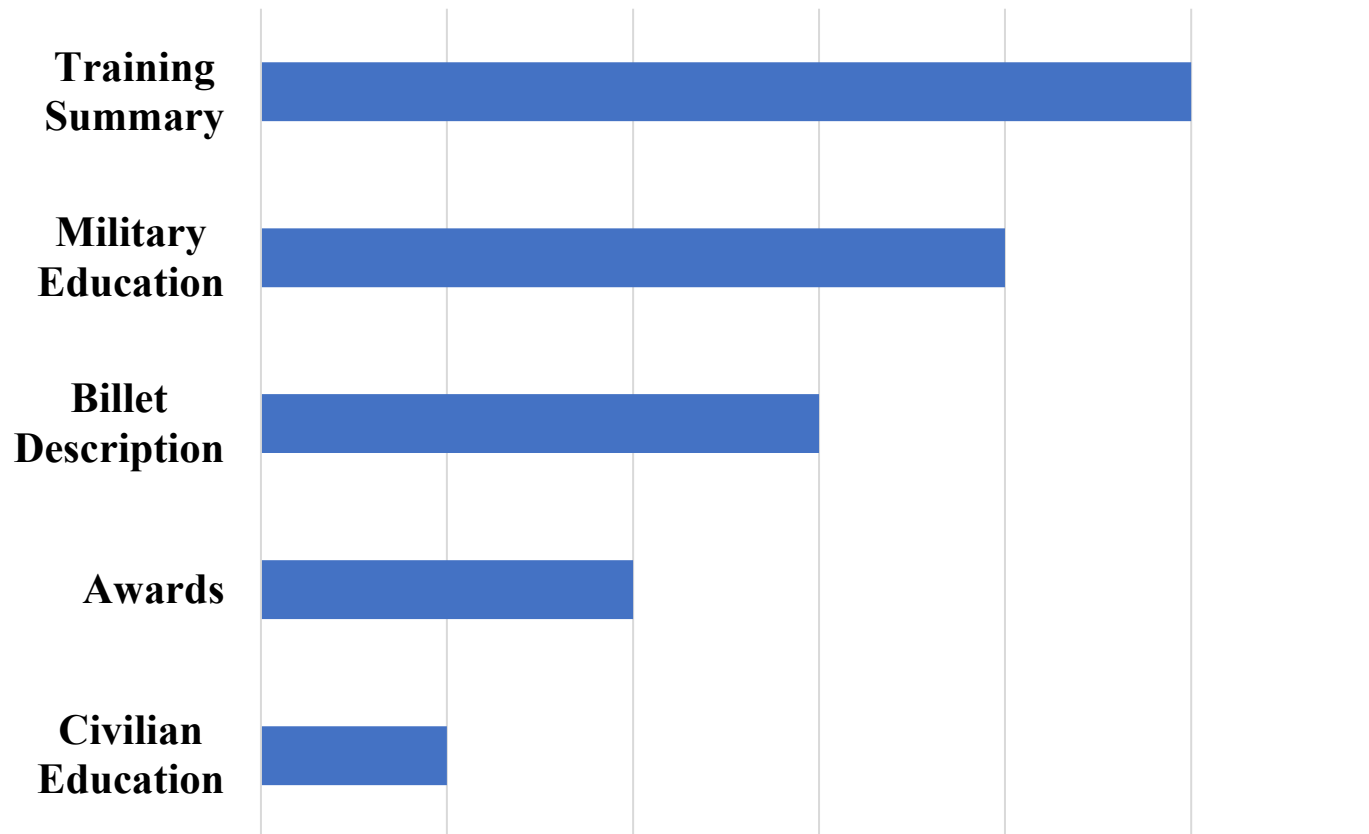
## How did you view adversity on an SDA? Continued...

- depends on the adversity, e.g. if a Marine had adversity on recruiting because of "low performance" that did not factor into my outlook of the Marine. If there was clear violation of UCMJ, absolutely this was taken into account.
- I cared about successful tour or not. I did not care about a 6105 mistake (minor RTO violation DI or low production 60 days). I did give more credit to no adversity and billet progression while on SDA.
- Depended on the nature and time frame
- Negatively, SNM could not adjust or lack of judgement on an independent duty
- Depended on what the adversity was. Seemed as if there were a lot of misunderstandings between many MROs and their RS/ROs.
- It didn't hold any Wt, unless it was a DUI, inappropriate relations, or serious assault.
- "Same as adversity in any other situation. Negative but reviewed on a case-by-case basis, and the circumstances surrounding the Marine. Poor performance on recruiting while showing effort is understandable. If I saw a 6105 in a Marine's record for low production as a recruiter, I actually considered it to be statement about the Marine's chain of command rather than a negative reflection on the Marine. Some adversity is very hard to overcome. If a Marine takes advantage of their position and violates the trust we put in them by engaging in fraternization with a subordinate or having an inappropriate relationship with a poolee, that is going to very difficult to overcome."
- Adversity, regardless of billet weighed in depending on type and how long ago and how did the bounce back from adversity.
- Depending on what the adversity is. Some adversity carries more weight than others.



# Training and Education

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

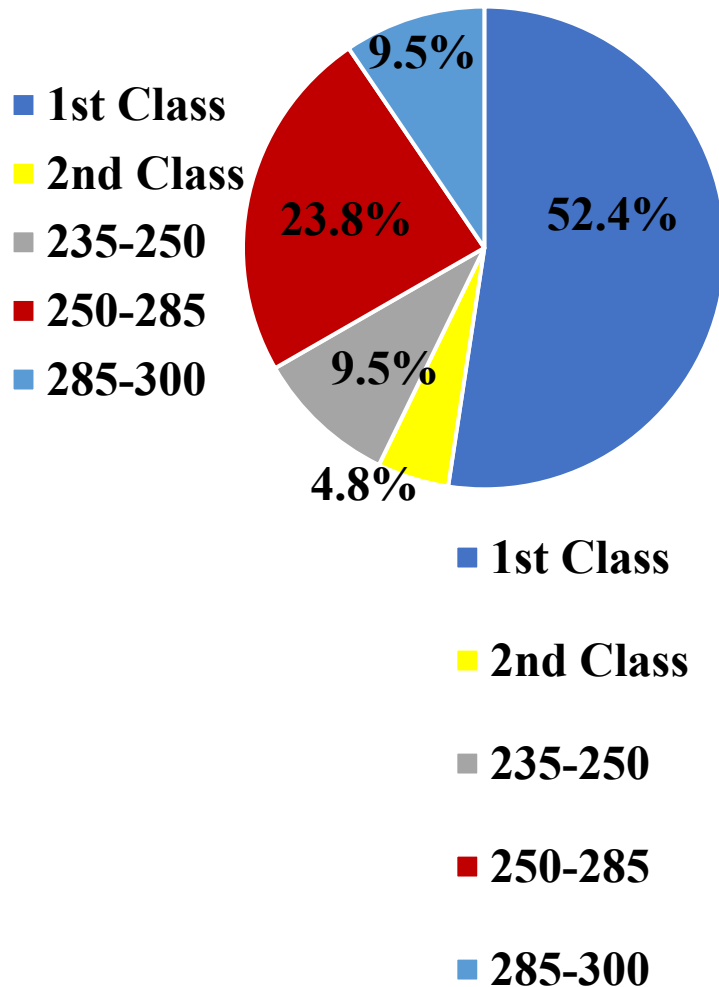




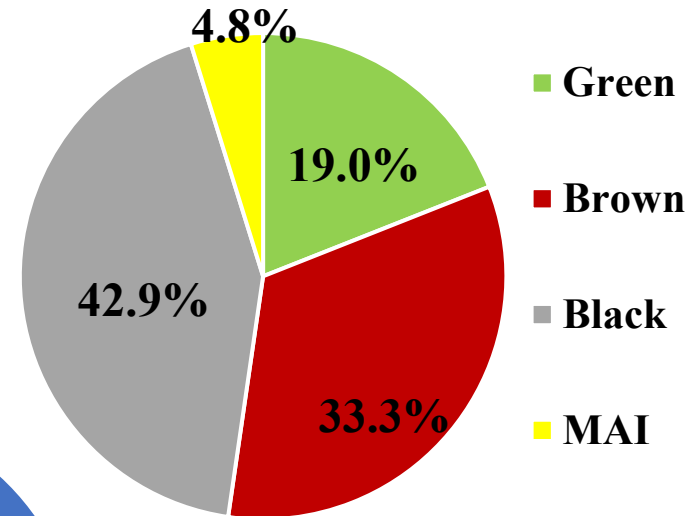
# Training and Education

What is a competitive PFT/CFT/MCMAP?

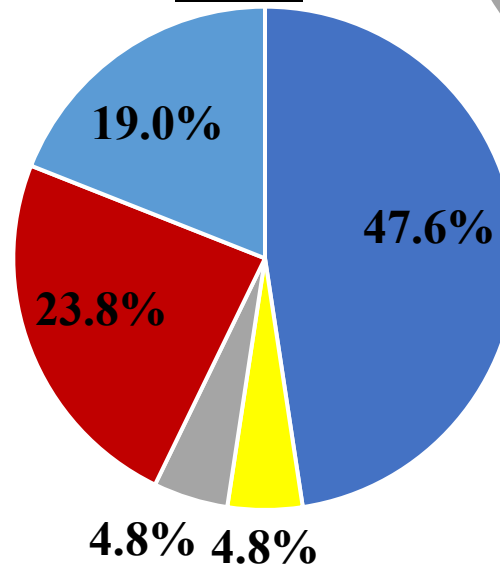
## PFT



## MCMAP



## CFT





# Training and Education

**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?**

- EJPME, NWC, and any extra MOS schools were weighed heavily in my opinion. It shows the Marines initiative and willingness to go above and beyond.
- The more the better. However, flooding the record with PME did not overshadow poor performance.
- No, additional education opportunities were only for college and additional MOS skills the EJPME, Naval War College really did not weigh for me.
- Career School Resident or Seminar. Seeing a Marine attending PME shows that they care about their career and are invested in doing more than the minimum.
- NWC is a waste of MBS space and briefing time. It does not distinguish Marines.
- Resident/Seminar PME, EJPME was more competitive than simply meeting the minimum PME to be eligible for consideration
- No, these just seemed to take up additional space on the MBS. If the school was related to MOS, it was looked at favorably. Basic and Primary DE PME from the Navy War College carried little to no value
- EJPME, NWC, and DLA schools show the Marine was looking for education
- none
- It depends on MOS





# 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? Continued...**

- "-EJPME and SEJPME held weight ONLY IF YOU WERE RESIDENT PME COMPLETE. -Navy War Colleges held zero weight because it appeared Marines wanted to fill their MBS to hide the fact they were subpar performers.-Get to service schools that compliment your MOS. Take advantage of enhancing your knowledge and competitiveness."
- No
- none from me, it was dependent on the MOS smart cards. I would see MAIT, FFI and MOS related education as competitive over EJPME.
- why so much emphasis on civ education?
- No others to consider
- "This would have to be MOS specific"
- I considered "additional education" in their MOS more valuable. For example, an "03" going to HRST, combat hunter or an "01" going to their intermediate admin chief's course more valuable than NWC.
- EJPME, NWC held no wt. MOS related PMEs were valued more.
- MOS related PME.
- "MOS Advance and Intermediate progression courses per the SMART CARD. MOS OCCFLD sponsors need to ensure this valuable resource is updated."
- "MOS related PME. "



# Board Preparation

## Does having a college degree affect a Marine's competitiveness?

- Yes (x2)
- No (x5)
- Absolutely! But, if they had a degree and they were not resident PME complete or MOS schools left to complete, it had less of an impact.
- Yes. It shows you do Marine things and personal PME. However, if you couldn't do Marine things and got personal things, you were less for me as we need Marine educated Marines as this is our jobs.
- It's a nice positive certainly, but probably is not going to significantly change the competitiveness of the Marine.
- Yes, provided that performance is there as well.
- Little if the Marine is otherwise highly competitive or had multiple recent deployments.
- Yes, having a degree made a Marine very competitive; however, the Marine needed to have Marine PME too
- Yes, as long as they are good at their MOS
- Yes, as long as you are meeting the requirements for PME in the Marine Corps. If you had a Masters but couldn't complete Resident PME, then it hurt. Balance priorities and show that you want to remain in the institution.



# Board Preparation

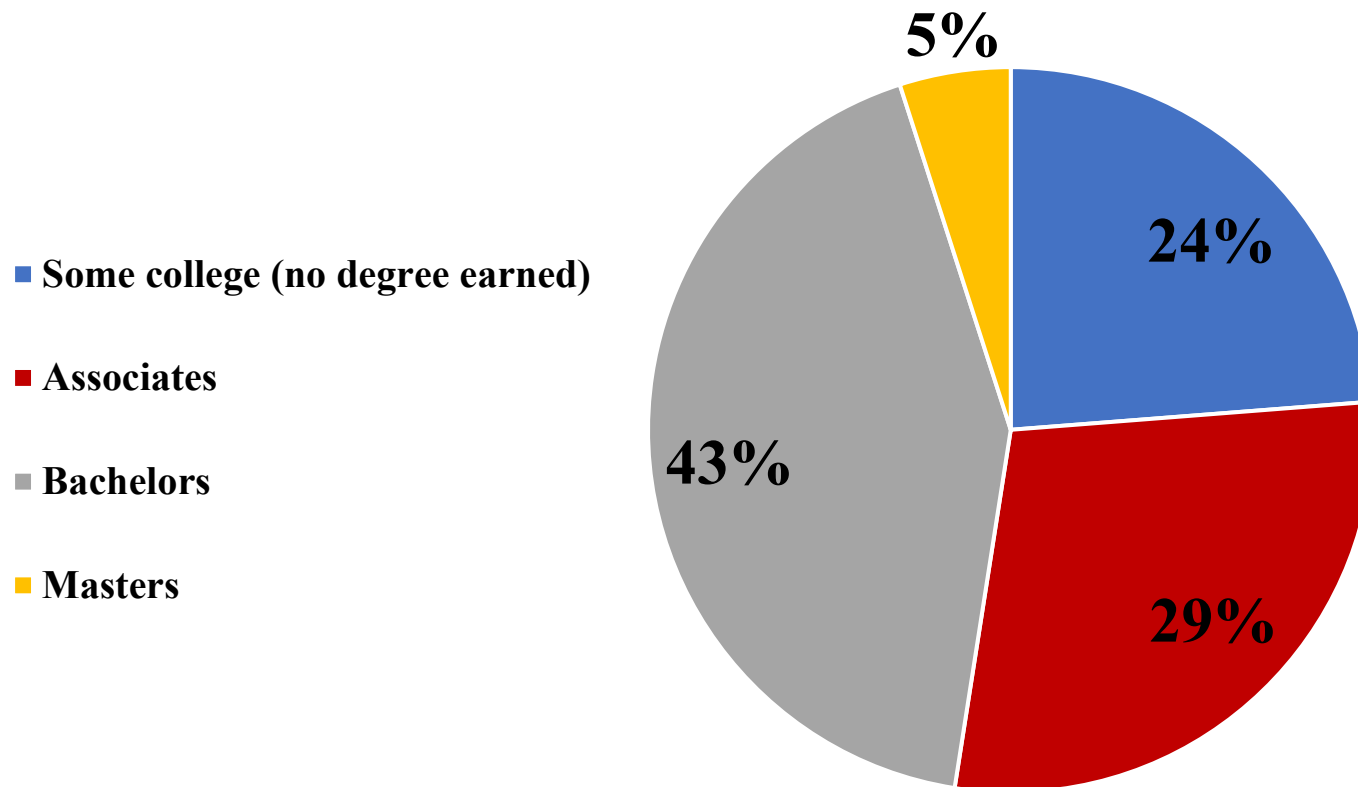
## Does having a college degree affect a Marine's competitiveness? Continued...

- A Marine who was a performer and had a civilian education was a breakout for competitiveness.
- Yes but this became an issue when the MOS was extremely competitive. The Marine Corps does NOT have an expectation that a degree is required for promotion but unfortunately when the only thing left for Marines to chase to be "competitive" this was in my opinion detrimental to the Marine Corps. So many great Marines were graded lower and more than likely not selected, even though they were more than qualified just because they did not seem as competitive as someone with a degree. Also, the majority of degrees had nothing to do with the MOS or the USMC which is arguable why college degrees in highly competitive MOS's should not be considered.
- Breakout, as needed, but very last item I would consider.
- If the degree was directly related to MOS
- No. Having a degree doesn't make a Marine more competitive in and of itself. If the degree conveys relevant skills to a Marine, we will see that in improved performance later.
- If the Marine is already competitive and have all their military PME complete.



# Training and Education

What level of college is competitive?

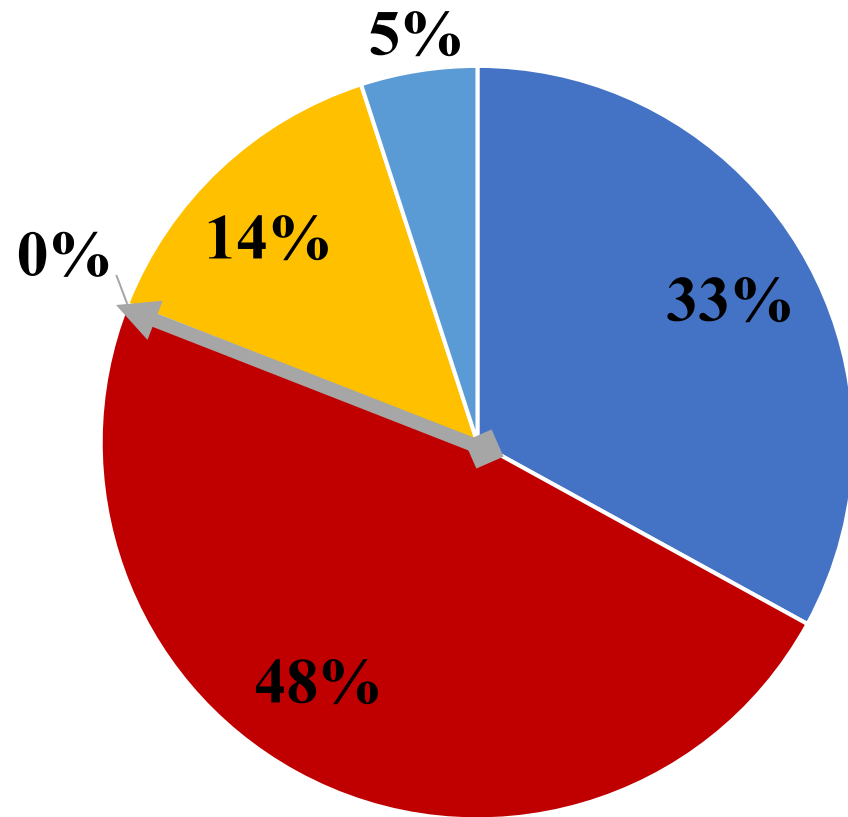




# Adversity

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

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





# Board Preparation

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

- Ownership.
- Acceptance of the deficiency and what they did to correct it! Having adversity and consistent poor performance is not going to be solved with a letter to the board.
- acknowledgement of adversity, how you have improved that is not pictured in fitreps. If you are out of HT/WT standards explain how you are working on it and plan to come off in the six months.
- Clarification, accountability and lessons learned.
- The vast majority of letters added no value. A few hurt the Marine. Be brief, to the point. Accept responsibility. Point to how (specifically) have corrected shortcomings. Generic statements that the adversity won't define you, etc. are a waste.
- Take ownership and highlight improvement or efforts to improve. Keep it short and to the point.
- Provide context on steps taken to overcome the adversity, not just stating you take accountability for it. What have you done to change or learn from it.
- They should be honest about what happened and what they have done moving forward. Also, if something was done incorrectly say so but have MCO and evidence to back it up.
- as it is
- Taking accountability with humility is the most critical piece
- Taking OWNERSHIP of the adversity and detailing what you have done since. Highlight and explain how you overcame it.



# Board Preparation

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

- Briefly outline the situation, providing relevant details without excessive explanation or unnecessary personal information. Be honest and factual and address if the adversity was from a mistake or poor judgment. When a Marine acknowledge their responsibility in the adversity and avoided defensiveness or blame of others it was better received by the board members.
- taking responsibility for the issue at hand. More importantly than a letter is showing improvement via their fitreps.
- "Take responsibility, full stop. Mildly interested in much else. Letter from RS/RO who wrote adversity is valuable if they have observed them since or if the RS/RO think they got it wrong. (1) Discussion: Previous boards were required to brief all adversity. The precept allowed this board to limit adversity to IG. In my opinion, all adversity is too much / not relevant, but IG is not enough because TIG for some MOSs was very short (e.g. < 2 y) and some MOSs were extremely competitive. (2) Recommendation: The board is encouraged to only consider adversity since being promoted to Cpl or Sgt For E7 board, limit adversity to NCO (E4/E5). For E8/E9 board, limit adversity to SNCO. I did not feel adversity as a Junior Marine was relevant; it only took up valuable preparing and briefing. "
- Whatever information they want board members to know





# Board Preparation

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

- I was looking to read the letter of rebuttal; Letter of clarity would identify any additional information that was not captured in the initial rebuttal that adds value to the Marines situation.
- Don't argue policy in your letter, or what was or wasn't done. Let the board know the facts to the best of your knowledge and I'm confident the board will be able to discern the situation and make the best determination for that Marine.
- A letter to help clarify information was very helpful. Letters saying that MRO takes full accountability and will learn from adversity, just took more time to brief and added no value.
- "If you did the crime, do the time. Accept responsibility and move on. Don't waste my time waxing poetic about how ""this doesn't define who you are"" or how you ""won't let this hold you back."" Don't tell me, show me. Did you have a DUI three years ago? Accept responsibility and then point to your performance since then. Additionally, if a Marine has a letter of recommendation to the board from an awarding authority for past adversity, it speaks volumes. If a former Squadron CO or Battalion Commander are willing to write the board and risk their personal reputation to recommend you for promotion, that is very impactful. To know that a Marine who saw you at your lowest now recommends you for promotion is very helpful."
- Details concerning SNM's perspective on details which is not documented. Record will speak to Marine's performance after adversity.
- Take accountability for your actions and keep it short.



# Board Preparation

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

- "If a Marine did something wrong, it was helpful to see the Marine take ownership for their actions. If a Marine is going to make a statement rebutting a negative page 11/6105, they need to be thorough. There were several instances during the board where a Marine received a negative counseling who then provided a clearly written and articulate response explaining why the negative paperwork was wrong. In two instances, the Marines were able to cite specific Marine Corps Orders or Regulations that proved they were not in the wrong. In another, a Marine wrote a very detailed rebuttal to a command investigation, identifying multiple factual errors, witness who were not interviewed, and the fact that an Adverse FITREP had been generated for the Marine prior to an investigating officer even being assigned to conduct a preliminary investigation for an alleged instance of misconduct. The counseling may say a Marine has a limited number of days to write a rebuttal, but he or she can always submit information to their record at a later date."



# Board Preparation

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

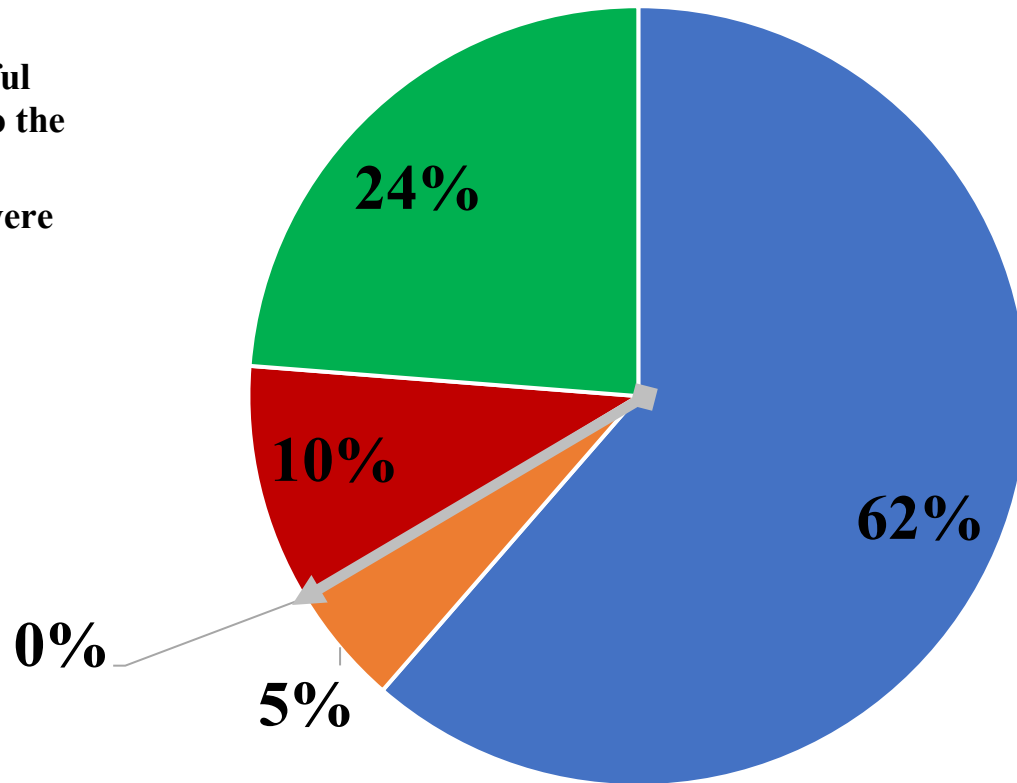
- FITREPS Comparative assessment tab Education Awards write ups
- Anything that the Marine thinks is relevant. The Marines record should tell a story of their career. Everything added value, especially if the record was organized.
- College Degrees. PME certificates. Distinguished graduate at Career School.
- Awards and 6105s
- Service record 6105s. Award paperwork from NAMs and above.
- Fitness Reports, Award summary of actions/citations, diplomas, major course training certs, 6105s, UPB entries.
- FITREPS, MBS, education documents, Board correspondence, awards, Service tab.
- Have all documents and have them where they should be
- what is in there now is perfect
- 6105s and Awards
- Service and Specialized school certificates showing MOS progression (especially those not on the MBS).-If there is a school on the MBS, provide the substantiating certificate.-Administrative accuracy of your record. No duplicates of certificates, and make sure that all your awards are present
- Awards
- Courses, awards, and documentation not recorded in MCTFS.
- Adversity, awards and school certs. Other tabs, I was able to see all documents that the Marine wanted to post for us to view. Not all are automatically entered



# Board Preparation

How did you view letters of any type that were sent to the board?

- Letters were sometimes helpful and sometimes superfluous to the record
- Letters of recommendation were helpful
- Letters added no value
- The record spoke for itself
- Letters of clarification were helpful





# Board Preparation

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

- Sometimes. Letters of clarification on adversity were beneficial. Letters of recommendation were slightly beneficial. We only have 3 mins to brief. We don't have time to brief the letter in its entirety.
- Anything that provided clarification to an issue within the Marines record, or clarification to diversity.
- Yes. Letters of Clarification, letters of exception to adversity or explaining light duty/limited duty for medical/partial PFT/CFT and how you plan to get back into prior shape or not into shape.
- Yes. Letters explaining adversity, medical or partial PFTs or CFTs.
- Rarely. Most do not add value to what is already in the record.
- Letters of clarification offered benefit provided the context of the letter is not already contained in the record. A lot of the letters received added little to no value as they simply said what was already contained in the record.
- Letters from Seniors enlisted in your MOS were looked at highly also from Senior Officers not in fitness report chain
- Yes. Letters from Marines explain rifle/pistol/PFT/CFT scores, planned PME attendance, inability to attend MOS specific PME due to OPTEMPO/location, other anomalies were very helpful and reflected positively on the Marine. LORs, especially from RS/ROs on adverse FITREPs were also helpful.
- "In general, letters were superfluous. However, in one instance, a Marine had a former commanding officer write the board to state that the Marine's RFC from an SDA was wrong. The former CO clearly articulated the Marine was not at fault and asked the board to disregard that piece of adversity from the Marine's record. Another Marine had a former commanding officer who awarded the Marine an NJP write the board and offer his unequivocal recommendation for promotion. Having a former commander make sure the board knew he recommended a Marine he had previously punished for promotion was very impactful and helped to mitigate adversity."



# Board Preparation

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

- Letters of clarification explaining adversity, lack of PFT/CFT due to medical, and lack of current rifle/pistol.- Letters of promotion recommendations from your RS/RO held ZERO water in my opinion. Use the section I/K to document your recommendation.-Letters from previous Commanders that executed a disciplinary action to discuss how they feel you have overcome that adversity helped shape the discussion pertaining to the adversity.
- Letters of clarification were useful when there is missing, outdated, or potentially misleading information in a Marine's record. A well-written letter provided context or correction to ensure board members have an accurate understanding of the Marine's situation i.e. (medical, outdated training, waivers, etc..
- Letters of clarification are helpful, letters of recommendation were less dependent on who it was by (rank matters)
- SNM taking ownership. CO letters also got my attention.
- Letters of clarification
- If the Marine has knowledge that something is out of standard or is not documented correctly and they can close the gap
- Letters of clarification were extremely helpful in my cases. Why, it was the Marines' voice for any situation whether it was a reason for missing a rifle qual or if he/she was clarifying adversity. It's also good in the case of an injury, that was helpful.
- Only letters of clarification.
- Letters from Marines, explaining their perspective of the adversity. It helped paint the picture of what led to the adversity that otherwise would not be advertised elsewhere.
- Letters of clarification helps if the information is not in the record.
- letters of clarification were very helpful



# Board Preparation

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

- Scrub your record. Get a 1st Class PFT and CFT Get some off duty education Go to the range if able Make sure you read section I and K comments
- Ensure your record is updated. Having 4 or 5 additional MOS's is great. but if they're not listed on the MBS they could be missed. Not all the board members are from your MOS.-Do your PME. A last-minute change in the requirement saved quite a few.
- Review your record. Take out old documents. Sit down with SEL and RS to know how you are being graded and their averages.
- Take a good look at your MBS. Make sure all training is current and if you have to run a partial or have a medical waiver then write the board to explain why.
- 1) Perform in whatever billet assigned. 2) Don't violate the UCMJ. 3) Scrub your record. Have someone review it.
- screen your record well in advance of the board to make any necessary corrections.
- Look at everything in your record all of it
- get letters of clarification in for any Ht/Wt/PT related issues on the MBS.
- Clean up your OMPF and make sure the most recent AN FITREP is in or there is a letter explaining why it is not.
- Improve on fitness and MCMAP if you can, ensure you have all MOS related certifications in your record.
- PME, PME, PME, PME, PME, PME.....PME!!
- Read after action and debrief from previous boards.
- Review your record and complete your required PME.





# Board Preparation

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

- Address all adversity with a letter, regardless of time. Provide context on steps taken to overcome adversity, not just stating you take accountability for it. What have you done to change or learn from it? If you recruited during COVID, address to the board what challenges you faced and how it affected your mission. Scrub record for all COVID related adversity and work to get it removed i.e. adv fitrep w/ RFC for executing leave in a "restricted area," struggles to make mission, etc. Get a current rifle and pistol score on the books. A letter to board stating that you have a waiver when there is over 2+ years since firing is not considered favorable. You know if you are going to be in zone, or at least have an idea, make the time and get qualified. If your MOS has a clear MOS roadmap for follow-in schools, get to them! These carried good weight for the briefer when preparing your package and also shows solid progression in MOS. If you have an injury, or are in recovery, write the board and explain what happened if you have a partial or NMED PFT/CFT. Don't assume we know. Being really good at the basics helps to break out in the very competitive fields (less than 75% selection rate) i.e. first class PFT, CFT, EX rifle and pistol, MCMAP, etc. Basic and Primary DE PME from the Navy War College carried little to no value Consider letters of recommendation from O-5 or higher. We are on a time hack. Reading a letter of rec from a Gy wastes time.
- Don't wait to the last minute to prepare for the board. It's continuous.
- Ensure all training stats are current; Fitness reports Section I comments are relevant to their future success (they can influence what is written). COMPLETE PME REQUIREMENTS, read and review promotion messages.
- Do an audit! The more you take the time to refine your record, the easier it is for a board member to get to the "good stuff." I want to spend my time getting you promoted, not sifting through unnecessary documents.



# Board Preparation

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

- Scrub your record and get rid of the worthless MarineNet certificates (HMWWV certs, patrolling, spelling, etc.)-If it is on your MBS, ensure there is a certificate in your OMPF.-Ensure that you have the appropriate MOS' listed. If you were dropped from a course and not serving in that MOS (example 0321 BRC drop, remove the 0321 from your MBS)-Letters of clarification need to be clear and concise, straight to the point.-GET TO RESIDENT PME!-Stop trying to cover your lack of performance with filling your MBS with click through courses, it is telling.
- Ensure your OMPF is accurate, well-organized, and up to date. Regularly review your records to remove outdated or irrelevant documents, ensuring board members can efficiently assess your qualifications and achievements. Pay close attention to fitness reports, awards, certifications, and professional military education (PME) completions to verify they are properly documented. Additionally, review your MOS roadmap to ensure your record aligns with the essential skills, training, and experience required for your MOS. Identify any gaps in required courses, leadership experiences, or technical proficiencies, and take proactive measures to address them. Take deliberate actions to stand out among your peers. Pursue SDA or other screen able billets to gain leadership experience and broaden your skill set. Seek out and complete advanced technical courses that expand your expertise and make you a more valuable asset to your command. Most importantly, consistently perform at an exceptional level in every billet assigned to you—demonstrating adaptability, initiative, and excellence in execution.
- Clean up record, remove unnecessary documents. Get all training done PFT,CFT Rifle, Pistol and make sure you perform. Just because your last FITREP is a good one doesn't mean we don't look at all of them.
- Clean up your OMPF. Ensure that MOS relevant AMOS are present in your record.



# Board Preparation

## What was the most common discrepancy noticed during the board process?

- HT/WT and PME INCOMPLETE
- Inconsistencies with H/W & BF. The record shows out of standards, but MCTFS showed something more recent.
- Marines not doing resident or seminar PME when they are at least three years TIG. Marines not higher than gray belt in MCMAP. Marines not having a Billet Description or current Duty Assignment on their MBS.
- Letters of recommendations. They carried zero value.
- PME completion. HT/WT/BF. PFT/CFT scores.
- Whether or not a Marine was PME eligible for promotion
- Marines not having up to date training and no certs for training done
- PME verification
- Missing PFT/CFT scores in MBS, lack of explanation for NMED PFT/CFTs, lack of explanation of EXMP for HT/WT, lack of last AN FITREP
- -Height and weight disparities



# Board Preparation

## What was the most common discrepancy noticed during the board process?

- Height and Weight accuracy, last min PME verification, some information not populated properly in DRB.
- HT/WT not showing properly, missing awards and College degrees. Missing fitreps with no explanation as to why.
- PME, Ht/Wt.
- Missing 6105's and Missing UPB's
- SNM was weight EXMP on Fitrep, then on the following fitrep they did not resubmit or follow through so then fell into out of standard (required did not take). Same for PFT or CFT NMED
- PME
- Can't think of anything
- Missing AMOSs. If they are PMOS critical, make sure they are represented on your MBS. Don't make the board member prepping your package reach back ten years into your billet description to see that you were a CDI/CDQAR/etc.
- PME, Height Weight verification, and missing awards.
- HT/WT, PFT/CFT scores, PME



# 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?**

- Name changes. A simple comment from an RS/RO could have saved a lot of time searching for answers.
- Yes. HT/WT. Delinquent rifle/pistol from 2018 2020. Review their records. anything that is old or don't look right, make it right in the board's eyes.
- Yes Medical and Partial PFT/CFT
- Many letters were written explaining rifle/pistol delinquencies. Not a serious difference maker, but shows the Marine actually reviewed their record.
- Out of standards that rates/rated an exemption
- Yes, injury, weight waivers, date gaps, or any other information that may need explaining. There was one Marine who was briefed in the wrong MOS because his MBS had an AMOS listed as his PMOS. This was caught during the brief
- Date gaps and RFC/GOS from B-billets
- yes Ht/Wt exemptions on Fitreps that required DN deep dives
- Missing AN FITREPs.
- Yes, if a Marine had a 2d Class PFT (medical) waiver, a letter of clarification could have explained that they were injured and normally run a first class. Do state that you normally run a 1st Class PFT/CFT if you don't, because your fitness reports will tell the story.
- Any waiver they have, i.e. out of standard, training showing out of date when in fact it was up to date.
- not really, the record will speak for itself. Clarification on adversity can be helpful but typically not.
- No current rifle/pistol and no current PFT/CFT in many many years
- If you had a period of substandard performance as a result life factors you believe are relevant, let the board know via a letter. If you were a high performer who experienced an expected drop in performance as a result of personal adversity (divorce, sick child, etc.) it can be helpful to let the board know.
- Any adversity or Relief for Cause, Marine's perspective is useful.
- Adversity, training and medical.
- No (x2)
- N/A (x3)



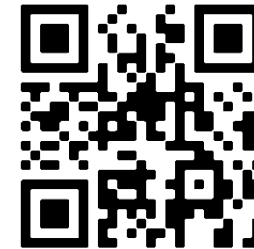
# Points of Contact

**Contact the Career Analysts for individual counseling via  
Phone, e-mail, or Microsoft Teams**

## Phone:

- Toll Free: (800) 833-2320
- Commercial: (703)784-9241
- DSN: 278-9241

## Website:



**Email:** [ecounselor@usmc.mil](mailto:ecounselor@usmc.mil)

## Enlisted Career Analysts

