

FY25 SGTMAJ through MSGT SELECTION BOARD DEBRIEF



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



Purpose

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



Overview

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



FY25 MGySgt/SgtMaj Board Stats

- **FY25 MGySgt/SgtMaj Board consisted of a total of 982 Marines**
- **Failed Selection 395 (40%) from both Above zone/In zone**
- **Selection Rates by zone:**

Zone	Total	Selected	Selection Rate
Above Zone	270	103	38.1%
In Zone	399	171	42.8%
Below Zone	313	37	11.8%

- **67 (6.8%) of Marines were PME incomplete:**

Zone	# PME Incomplete
Above	10
In	15
Below	42



FY25 MSgt/1stSgt Board Stats

- **FY25 MSgt/1stSgt Board consisted of a total of 2,653 Marines**
- **Failed Selection 1,193 (44.9%) from both Above zone/In zone**
- **Selection Rates by zone:**

Zone	Total	Selected	Selection Rate
Above Zone	582	215	36.9%
In Zone	1,698	872	51.3%
Below Zone	373	37	9.9%

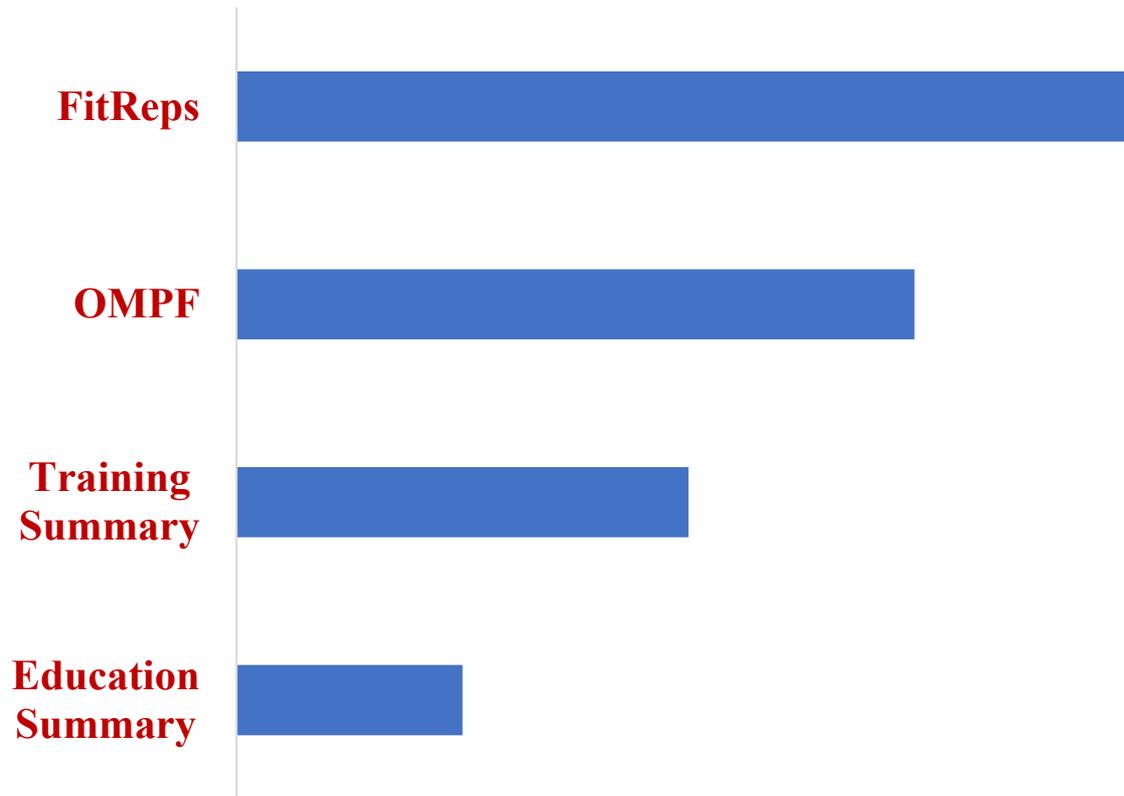
- **501 (18.8%) of Marines were PME incomplete:**

Zone	# PME Incomplete
Above	103
In	270
Below	128



Performance

How would you rank these competitive factors?





Performance

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

RS/RO Summary (Bottom of MBS)



Section I and K Comments



Individual Report RS and RO Markings





Performance

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

- Not much, if anything.
- Almost non-factor, very minimal impact.
- If the commendatory material was an impact award, that was viewed as a bonus.
- If the content of the award is truly above and beyond what is expected from their day-to-day, then it contributes more. Impact awards, combat awards, and awards in grade (in this order) were how I considered the weight of the commendatory FITREPs.
- If the commendatory FITREP is for a key billet, it holds more weight than non-commendatory. Commendatory FITREPs for non-key billets didn't hold as much weight for me.
- I did not place any importance on commendatory reports. The markings and comments were of more significance to me.
- A commendatory report will only contribute to a Marine's record if the RV and RO marking of the report demonstrate satisfactory performance. For example, a commendatory report with a low RV and low RO placement on the tree does nothing for the Marine.
- In grade it did, depending on the commendatory nature of the report. There were a lot that were still utilizing Letters of Appreciation for commendatory material which did not affect my decision at all. Even Certificates of Commendation were not really considered commendatory unless they directly contributed to qualifications or excellence for something outside the normal operation in the billet they were serving.
- Commendatory FITREPS, if they were within grade, were perceived as a positive contribution.
- It helped as long as long as the award was captured appropriately in the Marines OMPF.



Performance

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

Continued 2...

- It depends on the level of recognition for the Marine. For example, a Meritorious Mast does not weigh the same as, for example, a NAM, NavCom, or higher. That's not to say a Meritorious Mast does not matter, I did not focus so much on the commendatory marking on the Fitness Report vice the impact of the award found in the Marine's record. Especially, if the award was earned in grade regardless of if it was a Letter of Appreciation or much higher. The commendatory marking on the Fitness Report served more as an indicator to me, as a Board Member, to explore what the impact was for, so I could utilize it as part of my brief of the Marine. All levels of impact matter.
- It depends on what makes the FITREP commendatory. If it's an LOA or something similar, the commendatory FITREP does not make a difference, because it is so easy to get an LOA. If SNM receives an award for something more impactful, like an award for superior performance on a deployment or 100% passing rate in a HQMC inspection, then that commendatory FITREP will carry more weight.
- Commendatory FITREPs could contribute to Marine's record if their performance matched the commendatory material. Commendatory FITREPs with low markings only created confusion.
- I did not consider a commendatory report any greater than a non-commendatory report. There are too many variables for why a report is or is not.
- On this board, did not really matter.
- Was a factor if action impact affected the mission on a large scale and not just MOS.
- Makes the Marine more competitive.



Performance

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

Continued 3...

- I looked at performance. There is a huge disparity between various MOSs. This was very obvious, unfortunately, GCE does not write commendatory material as much as they should. You see a lot of reward and praise for what I believe is a day-to-day expectation for any NCO or SNCO. * (Example) Ensured platoon/company attended PME as required maintaining competitiveness in JPES occasions or maintained 100% accountability of all gear and personnel. How are we rewarding what I thought every Marine leader was supposed to do? Bottomline experiences vary. VERY obvious that there are different standards.
- It shows that the Marine is continuing to be awarded for volunteer service or actions in their field, which greatly contribute to the Marine's ability to perform at a high level. However, if their FITREPs are poor due to a lack of proficiency, performance, etc.. then the commendatory report does not hold any weight.
- Commendatory reports served to highlight when a Marine was recognized. Overall, they did not carry additional weight.
- I did not give any additional weight to a commendatory FITREP, but an adverse FITREP in grade was often tough to overcome.



Performance

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

- Promote ahead of peers, helps me know what the RO really thinks.
- Promote ahead of peers. A must for promotion and retention. Actively look to serve with SNM/MRO in the future.
- When comments were unique and creative. When the comments and the markings were in line with RS/RO values. When comments spoke of authority, persuasion, leadership, influence, trust, and effectiveness, the comments were more valuable.
- Promote now/ahead of peers/at the soonest opportunity. Performing/showing proficiency above/well above peers.
- Comments that spoke directly to the RS/RO's desire to see the Marine promoted and whether the Marine had any experience during the period serving above and beyond the current rank.
- Promote ahead of peers. Already performing at the E8/9 level. Performance far surpasses peers.
- Promote ahead of peers. Promote now. Anything that added value to the major accomplishments and how they tied to overall mission success and future adaptability to Force Design innovations and initiatives.
- Comments that correlated to the RS/RO markings. If the comments indicated a stellar Marine but the markings indicated average performance, the comments bore less outcome on the overall assessment. Comments that were relevant to performance and stood out from the stock of adjectives generally proved more persuasive. It indicated that the RS/RO cared enough to make a unique endorsement of their belief that the performance of a Marine was exemplary.
- Short, succinct information that showed the Marine's overall performance for the reporting period.



Performance

When reading section I and K comments, what types of comments added value to the Marine? Continued 2...

- Without a doubt comments that matched the markings provided to the Marine by the RS or RO. Equally as important, any comments that highlighted the Marine is or was already serving at the next higher grade.
- When the RS and/or RO stated something along the lines of "Board, brief this Marine a 6". Make comments directly and specifically addressing the board. Also state if RS and/or RO will seek to serve with this Marine again on deployment, in combat, in garrison, or all of the above. It is also helpful to characterize the Marine's impacts on the command. As an RS and RO, you have addendums to add more. When the addendums were utilized for more than directed comments, it shows the Marine made an impact big enough to warrant extra effort from the command to speak to his/her accomplishments during the reporting period.
- Comments where the RS and RO make their comments specific and personal to the MRO's performance (i.e., "MRO has gained my complete trust", "this is the Marine I would want to lead my daughter").
- Performance on how they shined. Details of professionalism with Marines of all ranks. At this stage of careers, we are looking for constant professionals grooming the future formations. Morale and troop welfare set examples, hold standards, etc.
- Comments that speak to: superior performance amongst peer group, filling a billet with greater responsibility or in a billet that would normally be filled by someone of greater rank, promotion ahead of peers, speaking specifically to their impact.



Performance

When reading section I and K comments, what types of comments added value to the Marine? Continued 3...

- Comments specifically addressing a Marine's leadership abilities, abilities to serve in higher billets, comments about ability to handle complex tasks, and comments addressing technical skills. Additionally, comments about the Marine's character helped develop the picture of the whole Marine.
- Comments that spoke to the Marine already behaving like serving in, or succeeding in a higher-grade billet. Comments that spoke about the Marine exceeding expectations.
- Comments that describe impact in ways that translate beyond the understanding of the MOS.
- "Briefer, brief this Marine a 6 & move on", "type of Marine I would want him/her to lead my son into combat", and "Promote ahead of peers".
- Comments about character and the impact their character had on those around them. Also comments on where they fell in the profile and future potential.
- Promote ahead of peers.
- Concur with RS, I would go to war with this Marine, I would want this Marine to lead my kids, their performance cannot be "understated," My markings do not accurately depict this Marine's performance, I would actively seek to serve with this Marine again.



Performance

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

- Promote with Peers.
- Promote WITH peers was usually looked at negatively. Also, too many words from the RS did not help but actually took away from focusing on the real picture.
- Promote with peers. Words that describe Marines as "competent". On track with peers.
- Volunteered at youth soccer.
- Promote with peers. Assign billets to challenge the Marine.
- Promote with peers. Comments that just described the execution of billet description without any amplifying information. Comments filled with many flowery adjectives that don't add up to anything more than a word salad.
- Promote. Promote with Peers
- Promote with peers is a selection killer. I noticed that Marines with this in their comments were significantly marked lower than those that simply said recommended for promotion. Additional comments are any comments that say Marine requires supervision to do basic tasks etc.
- If comments were composed of a long list of tasks/accomplishments completed but with no tie-in as to how, or why these actions allowed the Marine to stand out. Each board member does not know the ins and outs of every MOS. Provide the 'why' not just the 'what'. If the recommendation for promotion was simply: "promote with peers".
- Anything related to PME. Send the Marine. Additionally, the use of addendum page(s). If the use of the addendum page is used, ensure that it is used wisely and not over-explaining things that have already been captured.



Performance

When reading section I and K comments, what types of comments took away from the Marine's competitiveness? Continued 2...

- Comments such as "will perform under supervision", "provides acceptable results", "a qualified Marine" etc.
- Promote with peers = average to below average. Completes assigned tasks = little to no initiative. Using a lot of adjectives and fluff; for example: multiple and varied statements about how much the Marine cares for his/her subordinates, but no statements on accomplishments. Meets standards of Marines in his/her rank = bare minimum. Copying and pasting previous comments from earlier FITREPs (their own comments, previous RS/RO comments, or seeing an RS and RO swap comments over multiple FITREPs).
- Promote with peers. Promote with contemporaries. Comments alluding to MRO needing more experience.
- VERY obvious that there are different standards. Bland comments. Performs well, and executes within Commander's intent. That is supposed to happen. Be honest with yourself and MRO.
- Generic comments that do not speak to potential, impact, and ability to hold higher billets of responsibility.
- Restating billet accomplishments or billet description.
- Promote with peers. Promote at needs of the Marine Corps. Accomplishes tasks commiserate with grade.
- Comments that indicate the Marine performed as a basic Marine (i.e. completed the task).
- Promote with peers, promote at the convenience of the Marine Corps, and promote when ready/eligible.
- No comments about promotion or no comments on the quantitative impact on command.
- With supervision, promote with peers.



Performance

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

- Last statement on whether they should be promoted.
- I used both the relative value and section I & K comments. But an overall low relative value was a huge decision-maker. Performance is important, but every RS and RO have a profile specific to what they think as an individual.
- My perspective has changed while in this role. I now believe that the RS and RO grade their MROs more accurately with the relative values vs the Sect I & K word picture. I suspect that most Marines don't know their RS or RO averages, they see flowery language and assume it translates to increased chances for promotion. Relative values are the actual cards that are on the table.
- Depending on the totality of the Marines' record, sometimes the profile of the RS or RO swayed the judgment.
- Combination of the comments and the markings. The Cumulative values told me a lot.
- Relative value was consistently the more accurate depiction of where the Marine fell on the profile. Too many Reporting officials mask the actual evaluation by inflating their Section I/K comments. This does nothing but put into question the objectivity of the reporting officials.
- Section I and K comments. Relative Value gets skewed easily with Marines that have multiple RS and RO reporting on them and the number of unobserved reports that are in their profile. This made Section I & K comments help shape my decisions when providing recommendations.



Performance

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

Continued 2...

- I leaned more on section K. This was more helpful in getting a better understanding of the overall performance of the Marines compared to a bigger population of Marines. Many RS's have a limited profile.
- To me there was no one specific area to rely on. I believe to paint the most accurate picture of a Marine, the entire Master Brief Sheet must be taken into consideration, just as much as the details found in each Fitness Report (especially in grade), awards, and any adverse material.
- Section I & K comments, because the numbers can be skewed during the RS/RO's early years when their profile was developing, or they have a large profile that a competitive Marine may fall lower in the respective population. The comments provide more description than a number and construct a better picture of what the Marines accomplished.
- Relative Value. Comments are nearly always positive, even when markings don't match. Markings portray what the RS and RO want to say, but can't.
- Looked at both. When I saw a marking that was highlighted, I raked to find the contents and comments to support what was valued.



Performance

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

Continued 3...

- Both were incredibly important. However, if I have to pick one, then the Marine RV provides better insight into how they are compared to other Marines.
- It was important for the comments and RVs to align, however, if they did not, I relied on the section I & K comments. It was very helpful when the RS or RO explained their profile and why the comments may have not matched the markings.
- When marks and comments did not seem to match, I relied more on relative value.
- Both.
- The section I & K comments, words have meaning.
- Section I & K. Most times comments didn't match relative value.
- Section I & K.
- Relative value.
- Section K.



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?

- RO holds more weight, RS might have a small profile.
- RO holds more weight 100% of the time because the RO is the higher impact and real assessment for current peers in grade.
- It depends on whether the RS is a junior officer and is trying to establish his/her profile. If the RS and RO are senior officers, then I would read the comments and decide from there. Many of the RS/RO comments did not match their own grading and that's a disconnect for me.
- It really depends on the rank of the evaluator and the profile size. If the RS officer is junior, then the report does not carry as much weight as an RO with more experience and a broader perspective, however, if the RO is not close to the MRO and the comments are identical to the RS's then they are not effective.
- The RO usually held more weight because they had a higher profile than the RS. My belief was that since the RO has more experience with Marines of that grade, I could believe their assessment over the more inexperienced RS.
- RO, especially if the RS was a Lieutenant.
- The RO's placement held more weight every time. Unfortunately, many times the RS did not manage their profiles well and it shows with the inconsistent evaluations of MROs.



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 2...

- Depended on the rank, experience level, and size of the RS profile. RO tended to have more weight in my adjudications, mainly due to the experience and expectations set for the MRO in their billet. However, there were instances where you could tell that ROs were marking low because they marked everyone low, and didn't really invest any time into their comments or markings.
- RO generally carried more weight. However, I would look to see how many Marines were in each profile to get an idea of how extensive a profile the Marine was being compared against.
- My attention was more on the RO comments. The RO's assessment has a bigger population of Marines than the Marines have been evaluated on.
- I saw this often and it could be perceived as conflicting initially. In a scenario like this, my attention steered more towards all Fitness Reports in grade, vs just one Fitness Report to gauge the most accurate pulse on performance. I would say if there was a scenario where I had to weigh RS markings/comments versus RO markings/comments, I based my assessment on the size and rankings of the RS and RO profile. Comments were also taken into consideration from both RS and RO.
- Typically, the RO will carry more weight due to the RO's experience. However, due to the disparity, I look into materials during the same time frame, if any are available. Also, billet and MOS will play a role in how I weighed the rankings. If an RS/RO was writing on a Marine outside his/her respective MOS, the Marine will typically be looked at and ranked differently than one in the MOS.



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 3...

- The RO's markings usually held more value. ROs usually have more mature profiles and observation experience.
- The RO is what I value most. There are and were many RS profiles that were everywhere. With no substantiation in comments, I looked more into RO comments and details of what was mentioned. VERY obvious that there are different standards.
- Typically, the RO holds more weight if their profile is larger. Many RS profiles are small or do not have one overall. In those cases, the RS markings hold zero weight.
- When the RS and RO gradings were in conflict, it caused me to look for additional context. In these instances, I gave greater consideration to the more mature profile. If both were immature, RO comments and markings held more weight.
- In these situations, the RO's opinion held more weight for me due to their profiles typically being more mature.
- I value the RO usually unless they are of the same rank. I value the RO over the RS due to experience.
- The RS, I felt holds more weight.
- Marine got the benefit of the doubt.
- RS. Because the RS works closer to the Marine, knows the Marine better.



Performance

Did you consider the size of an RS/RO's profile when voting? (seasoned profile v. new profile)

- Yes (x6)
- A bigger RO profile and someone 6 or 7 blocks was better than the 7 or 8 blocks of an immature profile.
- Yes, for all of the ranks. At the same time, RS comments that included something along the lines of "this Marine will stay in the upper third as my profile grows," were helpful to the Marine.
- The size of the profile was incredibly important to me. A larger profile (more competition) was very insightful.
- Yes, this definitely went into my consideration when voting, especially for those reports on Recruiting Duty where the RS/RO tends to have a large profile, and depending on where the Marine falls on that report could inadvertently skew that Marine's MBS Summary going forward. Additionally, if the Marine was marked high on a very seasoned (large) profile that significantly broke the Marine out.
- Absolutely! It is very important to brief the disparity between the RS and RO profiles when it comes to breaking people out in their respective communities. This is also where the At processing and cumulative values hurt Marines. You look at a report and the At processing says all reports are lower or Above and yet the Marine is consistently in the 6 block, are being recommended by briefs as "3's", when clearly an RO would not mark a below average Marine in his 6 block.
- Yes. This helped many Marines "break out" if on an SDA and did incredibly well.



Performance

Did you consider the size of an RS/RO's profile when voting? (seasoned profile v. new profile) Continued 2...

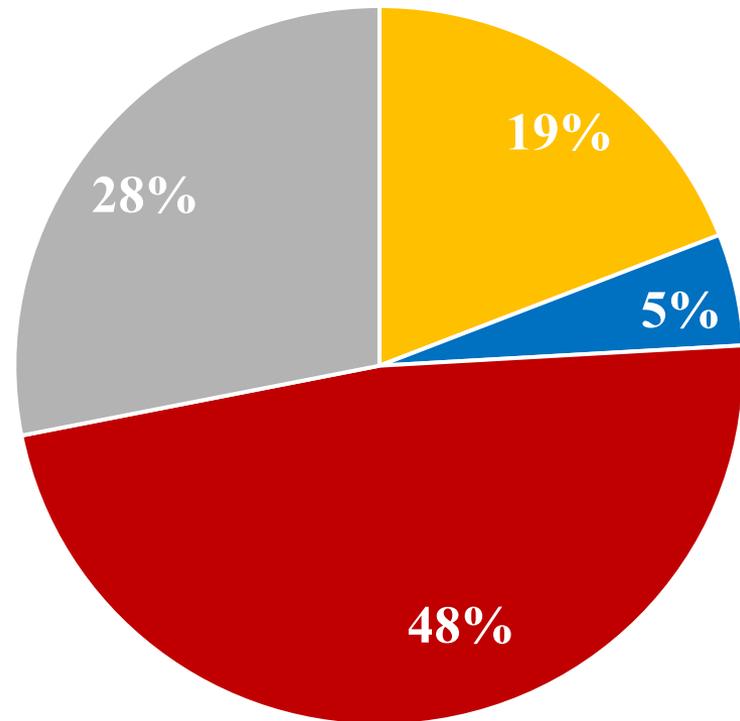
- Yes, size does make an impact on our considerations.
- Yes. There were reports with 100+ reports.
- Yes, to ensure every Marine is being evaluated evenly and fairly.
- Absolutely. Mature profiles helped provide a more comprehensive comparison of the Marine.
- Yes, a larger profile demonstrated more experience, and I felt that where a Marine stood in those more mature profiles gave a pretty accurate picture of the Marine's performance.
- Yes, when the RVs were very different across ranks whether in processing or in grade. For example, those who did recruiting duty often suffered negatively due to very large profiles.
- No not really.
- Yes, especially if RS/RO had a large profile.
- It depended on the scenario. If the Marine has been a consistent performer in their career and in grade I did not give so much attention to the size of any profile. However, if the Marine is somewhat of an average Marine in grade or career, I began to look for growth in performance which the RS and RO profile became more important.



Performance

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

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





Performance

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

- Comments usually don't match if ranked lower.
- It took more time to advocate for the Marine.
- It was viewed as negative. If the relative value/comparative assessment was low and the comments painted the Marine as the best of the best. I recommended based on the comments and not the relative value/comparative assessment. Those RS/ROs were staying within their profile, not grading the Marine according to his/her performance.
- Frustrating and discounted. I would defer to the relative values to get the RS or RO's true evaluation.
- It was viewed that the RS/RO either didn't manage their profile or didn't have the gestational fortitude to tell the Marine how their performance actually fell out in the profile.
- This happens too often. When this occurred, it was typically for one of three reasons: the RS/RO had a highly competitive profile and addressed it in the comments; the RS/RO mismanaged the profile and didn't know (so I looked to trend for the Marines career); the RS/RO got carried away in the comments and didn't realize they did not match the marks.
- This is viewed as the number one consistent problem seen by board members from across the force and is a very concerning trend. All this does is bring into question the validity of the report and cause the board members to guess what the fitness report actually depicts.
- I always went with the comments over markings. RS and RO, especially when they have a large profile need to work magic to not only accurately report on the current MRO, but also protect those they have previously reported on.



Performance

How is it viewed when the RS/RO comments did not match the relative value/comparative assessment? Continued 2...

- It generally resulted in the comments being disregarded and the relative value/comparative assessment markings taking precedence. That is, unless there was specific verbiage highlighting the reasoning behind the markings.
- Negatively. It is difficult when the word picture does not match the relative value/comparative assessment. I would wonder if the MRO ever had an initial counseling with the RS.
- Very conflicting. To me, it was a glaring indicator that the RS or RO did not want to provide the MRO an honest assessment of their performance and masked it with well-written comments. All of which were completely contradicting the actual evaluation of the Marine in their Fitness Report.
- Numbers can be skewed due to multiple reasons, so the disparity isn't negative in my mind. It just tells me that I need to look deeper into the record and be more analytical when reading the comments and going through the rest of the record.
- Entirely too common. Had to go off the relative value/comparative assessments.
- I looked at base information, billets, collateral duty assignments, and what and how the Command valued the performance of the billet. An Infantryman (GySgt) being hand-selected to realign the Battalion S4 shop due to lack of trust and confidence of the Supply Officer was taken into account. Especially when the Battalion Commander personally writes on SNM. Highlighted the complexity of the assignment and dependency of the SNM to facilitate across the FMF and up and down the chain.



Performance

How is it viewed when the RS/RO comments did not match the relative value/comparative assessment? Continued 3...

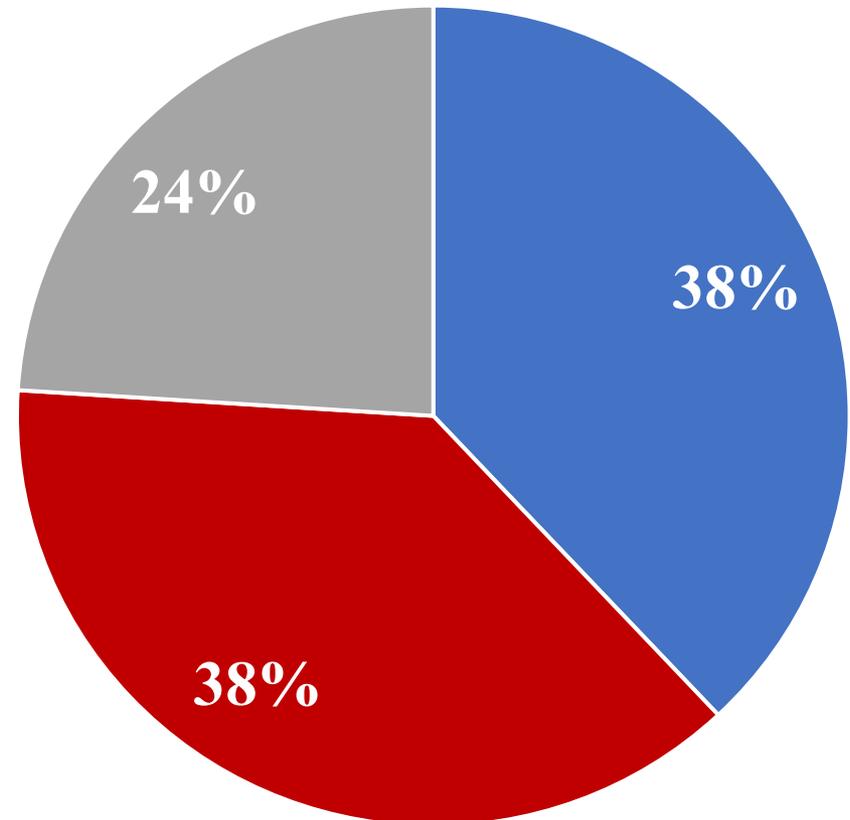
- Some profiles are very competitive and everyone cannot be the 100 or in the 8 block. however, when markings and comments contradict themselves, it requires a deeper look into the fitness report. Each case is a little different but the RV/CA typically outweighed the comments.
- Unless the RS/RO provided an explanation, the reports did not help the Marine's competitiveness. I'd often look for trends across other reports to determine which provided the more accurate assessment (comments or markings).
- When marks and comments did not seem to match, I relied more on relative value/comparative assessment.
- I take the relative values over the word picture unless there is specific messaging to the board to indicate a reason for the mismatch.
- I took into consideration the comments vs the RV/CV. Some RS are afraid to grade higher than they normally do.
- Marines received the benefit of the doubt and comments carried more weight than the relative value,
- Makes it hard to grade the Marine.



Performance

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

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





Performance

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

- No (x2).
- Longer reports held much more value.
- No, the length of the reporting period did not affect how I viewed the report.
- Yes, the longer reports were typically better written and had more substantive material.
- It held the same weight if the RS/RO comments reflected the close oversight. If the RS/RO comments were rubberstamped, it held less weight.
- The content of the report was more important than the length of time.
- The length of the reporting period did not hold any additional weight.
- To some degree yes. Especially when dealing with the SgtMaj and 1stSgt boards. Showing experience in senior billets in grade helped. However, the longer the FITREP the better.
- Not necessarily. If there was a FITREP that stood out and indicated a significant performance shift, whether positive or negative, then the duration would be taken into account when assessing the overall performance of that Marine.
- All FITREPs were taken into consideration, regardless of length.



Performance

Did the length of the fitness report affect how you viewed the report, i.e. did a 12-month report hold the same weight as a 4-month report? Continued 2...

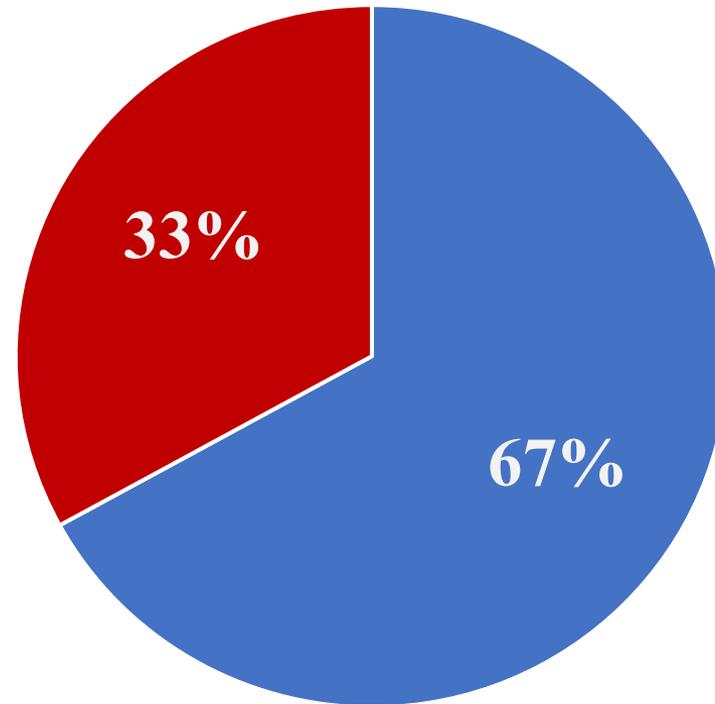
- The longest reports hold the most sustained performance in grade and billets. Especially if the Marine is or was already holding the seat of the next grade. I paid close attention to those FITREPs if it was within their last three FITREPs, however, it never became a make or break when assessing the totality of the Marine's performance in grade.
- Overall no, unless there was a trend where the short reports showed high performance and the long reports showed average or lower performance. Then the longer reports carried more weight.
- The performance within the period mattered most, regardless of length.
- No, the performance is what I valued with comments. You can clearly see when an RS/RO takes the time to be descriptive and enhance the comments to dictate performance.
- Yes, the length of a report matters. A report that is longer with sustained performance holds more weight than a 4-month report.
- Yes. Longer reporting periods provided more complete assessments. When the short reports were placed in context (i.e. the RS was passionate about the assessment) they carried equal weight.
- Longer reports typically held more weight, but I also took into account the recency of a report.
- Longer reports were valued more than short reports.
- Yes. The more observation time, the better and more quantifiable the data.
- Timeframe didn't play a significant role in the value and as long as comments gave a sight picture on the MRO's performance.



Performance

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

- Yes
- No

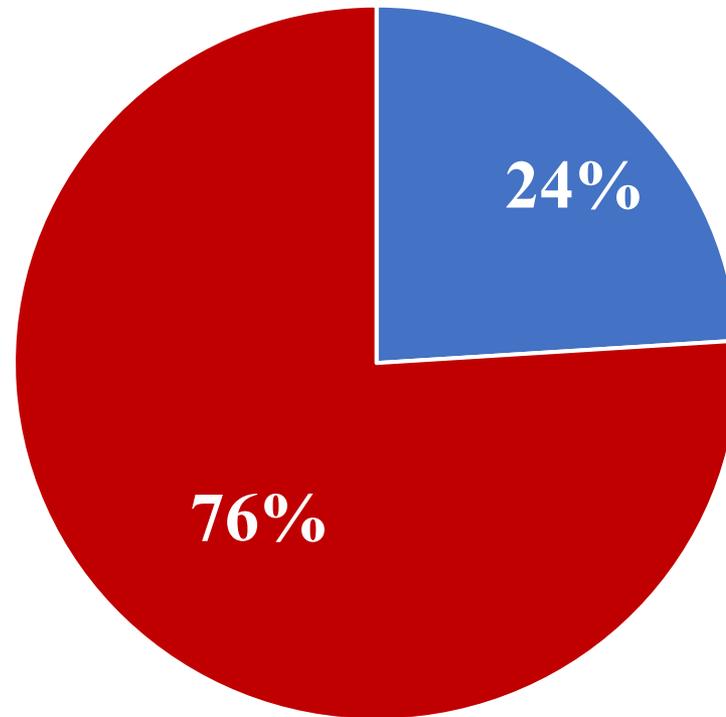




Performance

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





MOS Credibility

How can a Marine show or capture MOS credibility?

- Get good FITREPs,
- RO comments could help advocate for MOS credibility.
- The billet and RS/RO comments capture the MOS credibility.
- Serve in an MOS billet while in grade at every rank.
- Time in key billets, completing additional MOS skills progression courses/additional MOSs tied to career progression in that MOS.
- Don't dodge the fleet and serve on key billets in the MOS.
- Ensuring schools/billets demonstrate satisfactory performance within MOS except for an SDA. "Bloom where planted" does play a role in the assessment of MOS credibility but often board members can easily tell if a Marine is being placed or requesting assignment in non-competitive MOS billets.
- Fleet time in billets appropriate or higher to current grade and serving as an instructor in their MOS schoolhouses. Being in billets such as Monitor or Occfield sponsorship was a benefit as well.
- Perform at a level sufficient to attain Top 1/3 of an RS/RO profile while holding a Key MOS Billet.
- Perform, and do well. Go to your advanced-level schools, regardless of whether you are seeking an M or F. It's important that your Marines get the best-trained leader in the MOS. Don't be comfortable being average.
- Actively serving in roles specific to their MOS, performing well in those roles, and RS and RO highlighting tangible accomplishments in the Marine's Fitness Reports or awards.
- Billet accomplishments, FITREP markings, and comments. When the Marines are counseled on their FITREP, they should request the RS/RO to add more if they feel the comments are inadequate.



MOS Credibility

How can a Marine show or capture MOS credibility? Continued 2...

- Continuing Education. Billets are often not a choice; however, showing that you are still in the fight by continuing your MOS-related education/development path is a must.
- This is a sensitive topic for me. I believe Marines should deploy to maintain real-world relevance (RWR). There are Marines that have not deployed in 10+ years. How are you going to maintain, teach, coach, mentor, and obtain RWR if you have been homesteaded? And then tell Marines to deploy/relocate to fulfill the needs of the Marine Corps when they have done the opposite.
- Gain reporting time in their MOS. SDAs and highly screenable billets are important, but it is even more important to get back to their MOS.
- Ensuring billet descriptions are accurate on Fitness Reports, attending MOS enhancing schools, and when in doubt sending a letter to the board explaining their career progression.
- The best way to capture MOS credibility is to perform well or have performed well in your MOS. Understanding that sometimes Marines must work outside of their MOS, those Marines should seek to get back to their MOS as soon as possible.
- I felt MRO taking on roles & responsibilities that are outside of his/her paygrade. Taking roles as the next rank up or as the action officer usually appointed for that billet.
- Sustained performance in MOS and at different commands.
- RS & RO Comment, and diverse duty station in MOS.



MOS Credibility

When considering Gunnery Sergeants for 1stSgt, was serving or previously had served as a Company Gunnery Sergeant or acting 1stSgt a factor?

- Yes (x5).
- Yes, also current PFT and CFT scores.
- Yes. If the Marine served in either of the two billets, they were highly qualified for promotion to 1stSgt.
- Yes, that seemed to be the consensus of board members. Having those experiences seemed to be a key for consideration.
- Those who had experience as an acting 1stSgt were extremely competitive. Those without experience in a Company Gunnery Sergeant billet were not very competitive.
- Both billets did help paint the picture for future performance as a 1stSgt, however, if MRO did not perform well in those billets, it did have the opposite effect of portraying a favorable impression towards 1stSgt consideration.
- No
- No. I looked at the consistency of performance throughout their career. Additionally, I would suggest that you stay consistent on M or F. If the Marine was inconsistent between each report, it was difficult to determine what the Marine wanted.
- Yes. Having numerous billets in that position seemed to hold weight.
- Yes, and their performance in the billets mattered.



MOS Credibility

When considering Gunnery Sergeants for 1stSgt, was serving or previously had served as a Company Gunnery Sergeant or acting 1stSgt a factor? Continued 2...

- A specific billet nor title is a "slam dunk" for promotion to any next grade. It is important to remember Marines are being assessed in a promotion board based on performance, service record, and the totality of the information found in their Master Brief Sheet. In a scenario where a GySgt was actively filling the role of a Company First Sergeant and performing, yes, that was a clear indication the Marine is not only prepared but has great potential to perform well in the next grade. Using the same scenario, now with the Marine not performing, that was an indicator the Marine still needs to grow and perform. Regardless of Company Gunnery Sergeant or Company First Sergeant billet, to me, performance outweighed the name of the title.
- Yes, performance in these roles influenced how my vote was cast. A 1stSgt is important and vital to a unit, so it is critical the right Marines are promoted to 1stSgt.
- Something to look for; however, was rarely a deciding factor.
- Acting as 1stSgt yes. There were many fitness reports stating Marines performing Company 1stSgt and GySgt simultaneously. MANY reports highlighting the waste of having a/the 1stSgt billet.
- Yes, performing in a senior enlisted billet shows/proves they have the ability to be a 1stSgt. However, you still have to perform well in that billet too.
- Both billets serve as good indicators for potential as a 1stSgt. When possible, having a report where the Marine served as a 1stSgt was very helpful.
- Yes, serving in those positions was a factor, but I would not completely ignore ensuring that MOS credibility is being maintained.



MOS Credibility

When considering Gunnery Sergeants for 1stSgt, did their performance in their PMOS play a factor in anyway to their competitiveness?

- Yes (x4).
- Overall Marine concept was more important than PMOS.
- Performance overall showed the Marine's competitiveness and how they will perform in future billets.
- It was my opinion that if a GySgt was successful in their MOS and stood out within their career field, then their success in the capacity of an acting 1stSgt or Company Gunz was most likely a continuation of an exemplary record. In other words, they were successful no matter what they were doing.
- Yes, if they were awarded in a key billet in their MOS, it held more weight over someone who had not held a key billet or had but was not awarded in that billet when they left it.
- Yes, the most competitive Marines were those who excelled in their MOS. I am not convinced that anyone who struggles in their primary MOS would be a good 1stSgt.
- Absolutely, full stop. If a Marine had a subpar performance in their PMOS, they were not favorably viewed competitively for 1stSgt.
- To a degree yes, especially when breaking them out. Understanding that they want to be a 1stSgt, if they can't perform in their basic function as a GySgt, they were not looked at as competitive for 1stSgt and in most incidents not recommended for promotion to either MOS.
- Yes. Perform well regardless of what your MOS is, and it will show.



MOS Credibility

When considering Gunnery Sergeants for 1stSgt, did their performance in their PMOS play a factor in anyway to their competitiveness? Continued 2...

- Absolutely. I will even go as far as saying performance not just in their PMOS, but also in billets outside of their PMOS such as SDAs/screenable billets, and any command-level positions, if any. Performance, performance, performance.
- Yes, if Marine performs badly in their PMOS, and we do not see an improvement, I am discouraged from voting positively for the Marines. If a Marine does well and continues to improve, then I am encouraged to vote positively for the Marine.
- Yes, their performance is everything. If they performed well in their PMOS, it's presumed they will also perform well as a 1stSgt.
- I looked for the morale and welfare of Marines. I could CARE LESS about how many times they were on the depot or when/what billets they held. How they treated, trained, and maintained pay, promotion, punishment, and professionalism is what I looked for in the FLEET. Anyone can yell at an 18-year-old. I looked for Marines who leaned more into FMF assignments.



MOS Credibility

When considering Gunnery Sergeants for 1stSgt, did their performance in their PMOS play a factor in anyway to their competitiveness? Continued 3...

- Yes, Marine's performance/proficiency in their primary MOS is an indicator of how they will perform as a 1stSgt.
- Absolutely. Records that demonstrated sustained superior performance were very competitive, and records that showed a history of substandard performance were not.
- Yes, especially if their FITREP or those that wrote on them indicated that it might be better for the Marine Corps if they were MSgts rather than 1stSgts.
- Not to this board. Seemed like taking on roles & billets outside MOS held more weight. The big factor was multiple.
- Yes, greater emphasis was made when the Marines simultaneously performed in their MOS and leadership roles.



MOS Credibility

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

- Little to no effect.
- did not matter to me at all, but to other members, it seemed to matter a lot.
- It was viewed negatively. The RS/RO didn't believe the Marine could perform in the chosen status based on their observation during the reporting period.
- Don't recall seeing this enough to form an opinion.
- It didn't affect my opinion when looking at the totality of the Marine's record.
- I would look to the record to tell the story if there was a conflict.
- The RS/RO recommendation held more weight than the rank requested for consideration by MRO, but was not viewed in a negative light.
- It had some weight in the boardroom, but Marines were still briefed and recommended based on their choice.
- It was noted, but the Marine's preference took priority. The greater issue was that if RS/RO recommended the opposite rank, they generally wrote the report from the perspective of that rank. This could put the Marines at a disadvantage.
- I looked at this negatively for the Marine. Ensure that you have a sit-down with your RS to discuss what you want, and how you can get there in your counseling sessions. This is vital.



MOS Credibility

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

Continued 2...

- Did not matter to me. I based my assessment on the totality of performance and not just one fitness report.
- It was not negative. I viewed it as the RS/RO recommending promotion because they believe the Marine has the potential to take on additional tasks and be successful. Promotions are not an award.
- Neither positively nor negatively. I did not hold that against the MRO.
- It showed that the Marine had the potential to serve successfully in either billet.
- If a Marine put F on their FITREPs, but the RS/RO indicated that they would be better suited as MSgt, I weighed that heavily.
- Did not matter much to me what they recommended as much as the Marine's performance and experience did.
- A little off but yes did not fit the desired career path of the Marine.
- It was viewed in a negative manner for the Marine and a heavy weight was placed on the recommendation vice the Marine's election.
- No effect.



MOS Credibility

How did you view MOS credibility in terms of competitiveness?

- It was a weighted factor.
- not really a factor for me, was looking for the overall best leaders.
- If a Marine was being promoted within MOS, MOS credibility was a must, but also keeping in the grow where you are planted mindset.
- One can quickly review the MBS and see if the Marine held critical billets and duration in that billet. My opinion is that if a Marine outperforms their peers in any role (in or out of MOS), they are more likely to be successful at the next rank and much more competitive.
- It was one of my key metrics when voting.
- MOS credibility was vitally important.
- I viewed MOS credibility as satisfactory performance in a billet/assignment that aligned with their PMOS, while also taking into consideration that SNM was serving on an SDA.
- Very, especially for MSgt and MGySgt. The MOS Smart packs provided valuable insight into each MOS and what the service is looking for as highly capable and competent. RS and RO profiles can second to this for me.
- MOS credibility increased how competitive a Marine was for promotion, particularly when considering promotion to MSgt and MGySgt.
- Key factor for both M and F.



MOS Credibility

How did you view MOS credibility in terms of competitiveness? Continued 2...

- It depended on the MOS. However, in terms of PMOS competitiveness, you can easily tell who has been performing in different billets within their PMOS to include SDAs, and who has been avoiding the "fight" within their PMOS. Performance evaluation and comments were the two areas I relied on to assess the Marine's competitiveness within their MOS. PMOS schools were also something I took into consideration.
- I viewed MOS credibility as a very important factor for promotion to 1stSgt and MSgt. It tells me how a Marine will do once promoted and in a new role. The MOS smart cards were helpful, and having experts in the room was also helpful.
- Very important, especially as it pertained to the MSgt/MGySgt populations.
- I valued MOS credibility heavily.
- MOS credibility is the driving factor for competitiveness. If you are a high performer in your MOS then you are more competitive.
- Extremely important.
- MOS credibility was extremely important when viewing those going for MSgt. For those Marines that were going for 1stSgt whose FITREPs indicated that it might be better for the Marine Corps if they were MSgts rather than 1stSgts, then yes MOS credibility factored into their competitiveness.
- For MSgt and MGySgt, I viewed it very heavily.
- Favorably.
- Heavily, if Marine is electing consideration to MSgt or MGySgt.
- Very high. Makes the Marine more competitive.



MOS Credibility

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

- It contributed.
- Very little for me. It would help if the MOSs all had prerequisites and screened out all non-competitive Marines.
- All recent schools added value for me.
- They were a check in the box unless the briefer suggested that they were consistently honor grads, then they typically showed a more competitive package.
- For me, it was one of my main grading metrics. If two individuals both had key billets but one had completed MOS progressive schools, they got my vote.
- The Marines that continued to go back time after time for training and education clearly demonstrated potential for greater levels of responsibility. Our Corps needs lifelong learners as leaders.
- MOS progressive schools were very impactful as they demonstrated the Marine's dedication to their craft and willingness to continue to harness their skillsets.
- Very, the more they had the better. It is my impression that if the commanders are continuing to invest in a Marine's capability, then the Marine must be doing something right.
- MOS credibility increased how competitive a Marine was for promotion, particularly when considering promotion to MSgt and MGySgt.
- Added significant value. If the Marine did the minimum requirements, this was looked at negatively.



MOS Credibility

How impactful were MOS progressive schools and what value did they add? Continued 2...

- It added great value. I believe the monitors did outstanding by providing the promotions branch a depiction of what their MOS' progressive schools are, which allowed me as a board member to paint a more accurate picture of performance in PMOS and education.
- They were quite impactful because they spoke to their technical expertise and commitment to learning. Depending on the school, for me, it would help me elevate my vote.
- They are important because they show a Marine's willingness to seek self-improvement.
- Very impactful. If a Marine is continuing to educate themselves in their MOS, then they are more competitive for promotion.
- They were very important. Making the time to attend MOS progressive schools displays a commitment to continual improvement, staying abreast of emergent concepts, and being a professional.
- They were impactful in my deliberations, sometimes they were the factor that determined who I voted to get promoted.
- Not that impactful unless certain MOSs looked highly upon it. The only way that could really be determined is if a board member in the room had definite knowledge of that matter either from their own experience or from someone in that MOS whom they reached out to for that information.
- Very impactful and added value to SNM's record especially if others did not have that particular school.
- Very impactful. It shows.



MOS Credibility

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

- It also contributed depending on MOS.
- Very little.
- It influenced the competitiveness. It showed the Marines are willing to do more and go above and beyond their PMOS. Well-rounded Marines have more to give to the Corps.
- No real impact.
- If it was a part of the MOS progression recommended AMOS, it held a lot of weight.
- It was largely dependent on the impact on the unit, Marines, and service.
- The AMOS was another indicator of a Marine's willingness to expand their skill sets and was used as a means of breaking out Marines from the rest of the population when keen competition existed in the PMOS.
- Depended on the MOS being briefed. When dealing with a lot of the aviation MOSs there were critical MOSs that I looked at for competitiveness with peers.
- An AMOS that directly correlated to increased MOS credibility increased how competitive a Marine was for promotion, particularly when considering promotion to MSgt and MGySgt.
- Little significance.
- I was not something I heavily relied on, however, it highlighted other MOSs the Marine has earned to include SDA schools.
- AMOS did have some influence. It shows the Marines are not one trick ponies and can expand their horizons, as well as multi-task, and manage their time. Critical skills when progressing through the ranks.



MOS Credibility

How much did a Marine's AMOS influence their competitiveness? Continued 2...

- Minimally.
- Not much. Every unit has a variety of multiple AMOSs. A lot is deemed by the right place and time to attend courses which is why I had a different look. I looked at the whole career and performance.
- There is some competitiveness with AMOSs. It shows the Marines's ability to perform outside of their MOSs.
- They showed a commitment to self-improvement and with more technical MOS populations the AMOSs helped demonstrate career progression.
- AMOS had the most influence on competitiveness when the MOS smart card listed it.
- The AMOS did not necessarily influence how competitive the Marine was against their MOS population, especially for the MSgt and MGySgt boards.
- Not really much.
- Very impactful if others didn't attend and if it added to the effectiveness of their job performance.
- Not much.



MOS Credibility

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

- Not as much as performance.
- SDA was the biggest influence on me.
- Yes. Being able to operate in any command within a MAGTF is key and vital. SDA was a bonus but did not take away from an individual Marine.
- Yes, the more instances where the Marine was successful in every position held, the more capable they seemed to be.
- Yes (x2).
- In certain MOS fields it was impactful. Most of the time as long as the Marine did not seem to be avoiding the FMF it was that big of a factor.
- When applicable (depending on certain PMOSs), diversity in the MAGTF was a contributing factor in assessing competitiveness for those PMOSs that are assignable throughout the MAGTF. Just as important though, was the impression that a Marine gave to the board when it seemed as if they were avoiding FMF billets based on their duty station and assignments.
- Yes, to a degree. It showed Marine's ability to adapt and get out of their comfort zone for the betterment of themselves and in most cases the units they served.
- Yes, specifically when considering promotion to 1stSgt and SgtMaj.
- No. Not all Marines can control their assignments. Many times, the talent is needed for an extended time in certain MOS's.



MOS Credibility

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

Continued 2...

- Yes, I believe it showed diversity in different elements of the MAGTF.
- Not for me. Performance was paramount.
- No
- YES, FMF assignments carried weight for me. Again, multiple SDA assignments were alarming.
- Yes, if a Marine served in other elements of the FMF/MAGTF or supporting establishments and performed well, then they were more competitive.
- Yes. For the populations eligible to serve in all elements of the MAGTF it is very important to have experience in all elements. SDAs are also very important and greatly influence competitiveness because it show a Marine's willingness to get out of their comfort zones and challenge themselves.
- For those with F on their FITREPs, assignment diversity helped their competitiveness, but I did not hold assignment diversity against those going for MSgt because sometimes Marines do not have as much say in where they go as they would like.
- Not much. It may have been a factor in considering MSgt and MGySgt in order to have career credibility.
- Yes, I felt this did hold a little weight. Showed SNM is well-rounded.
- Yes, and if they had an action impact in that various command.



Special Duty Assignment

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

- No (x3).
- Yes (x2).
- No, SDA Fitness Reports were viewed for the specific billet.
- Only as a check in the box, mostly for the 1stSgt population.
- No, but if they were commended in the SDA, it held weight.
- No. Additionally, I will even go so far as to say that DI and Recruiter reports were not really valuable to me at all. Neither were any indicators for potential as an E8 or E9.
- SDA fitness reports were seen as very favorable. The number of Marines who receive combat fitness reports is smaller and smaller each year, so the SDA reports continue to stand out.
- Depends. If those were the only ones in the profile, then yes. However, if the Marine had FITREPs that were within the MOS that were better than those while on SDA, I would go with those, because that is what they would be selected into.
- If a Marine did well on an SDA, it helped. However, not all Marines get the opportunity to go on a SDA. Perform well, and your report will reflect.
- Performance is performance in any of those three areas. If a Marine performed well while on SDA, outstanding. If a Marine performed well in the FMF, outstanding. If a Marine performed well in combat, outstanding. SDA completion is a significant milestone in a Marine's career, however, is not the sole factor that guarantees a selection for promotion.



Special Duty Assignment

Were SDA Fitness Reports viewed as being more favorable than FMF or Combat Fitness Reports? Continued 2...

- No, I viewed performance as performance, unless there was substantial commendatory material.
- NO, I read the comments on performance for both. I did look for assignments of the last rank.
- Completing an SDA only helps if you perform well. If the FITREPs indicate poor performance then they do not help the Marine at all.
- No, performance in a Marine's primary MOS was most important.
- Not especially for me. I just looked to see whether the Marine was doing well to grow where planted.
- No, reports are reports. Time observed mattered more than the billet observed.
- Only for the Drill Instructors who had OCS time on their tour.
- In some cases, however, not all cases. Board members made negative comments if the Marines had simultaneous SDAs without returning to their MOS.



Special Duty Assignment

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

- Helped a little.
- Absolutely more competitive.
- No. A Marine with an average SDA was not more competitive than a Marine with above-average performance.
- If a Marine struggled in an SDA but did well in their MOS, I would not hold the SDA time against them.
- It depended on the MOS and what rank was being looked at. In some cases, they were looked at evenly, in others, the SDA completion did not hold as much weight.
- No. It almost had no effect, whatsoever.
- Having an SDA/Type I/Type II screenable billet made the Marine more competitive than someone who did not have one. Even if their performance was average in that screenable billet, it still helped them over other Marines who did not have those screenable billets and had above-average performance without a screenable billet.
- It depended on the MOS, some MOSs helped Marines stand out, and in other MOSs the preponderance of Marines had SDAs and wouldn't help them stand out.
- A Marine with average performance with an SDA was viewed as more competitive than a Marine with average performance and no SDA.
- A Marine who had an SDA/Type I/Type II screenable billet showed me the Marine was able to do things outside of their primary MOS.



Special Duty Assignment

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

Continued 2...

- It impacted competitiveness greatly. However, it also depended on PMOS. The Marine Corps does have MOSs that cannot afford Marines to go on SDA due to its low density or unique demands. For those few and unique MOS, if a Marine did have an SDA complete it was a significant factor in competitiveness.
- It made Marines more competitive, especially if they volunteered.
- Demonstrated their willingness to give back to the institution as well as their adaptability to unfamiliar environments; therefore, it increased their competitiveness, as long as they performed well while on their SDA/screenable billet.
- I did take into account the history of career progression of the SNM. I did see how the SNM performed holistically before and during the assignments. I did identify repeat tours out of the fleet and did take that into account when briefing. There are hundreds that are performing for the needs of the Marine Corps, and there are Marines that are hiding. I do look at what Marines did once SDA is completed. Some go back to FMF and straight to PME, and some look for another billet/order away from FMF. Very obvious.



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 3...

- Having either benefits the Marines and makes them more competitive than their peers. Some RSs and ROs on SDAs have large profiles, so some Marines will be considered average on the SDA, this still shows potential and does make them more competitive than their peers who do not have an SDA.
- When comparing like records, if one Marine had a screenable billet and the other did not, I viewed the one with the screenable billet as more competitive.
- SDAs were extremely important for those going for 1stSgt, not as much for those going for MSgt.
- For the most part, the SDA was considered in terms of overall placement. There were some communities, such as the Intelligence and 0372 MOSs for example, that I did not consider SDAs. This was due to historical factors related to those MOSs.
- In some cases, however, not the case with competitive MOSs



Special Duty Assignment

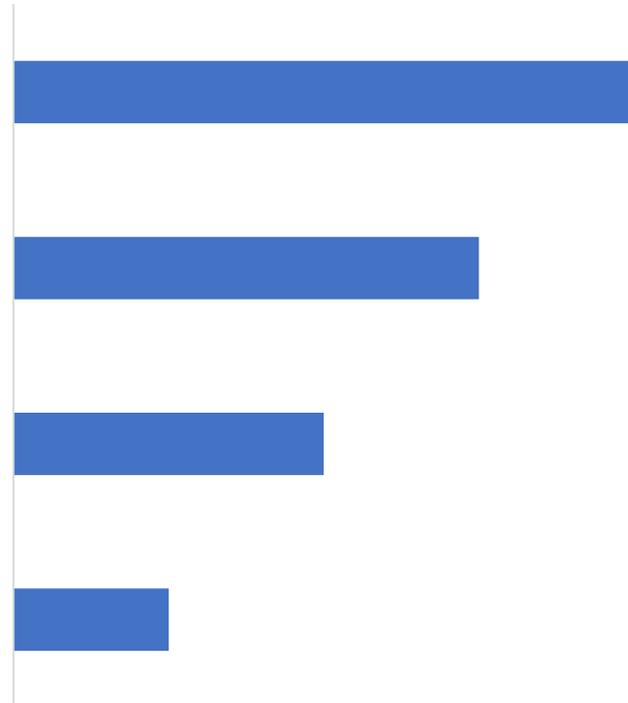
How were Marines with multiple SDAs viewed?

**Depended on performance in their
PMOS between SDAs**

Favorable

Showed a lack of MOS credibility

Negatively





Special Duty Assignment

How did you view adversity on an SDA?

- Important if in grade.
- Same as without SDA.
- Negative.
- Depended on how old it was and the rank the Marine was holding when the adversity occurred. If it was injuring a recruit, abuse of authority or power, cruelty, and not in line with standards then it was hard to forgive.
- It hurt the Marines if they were relieved for cause.
- The same as anywhere else.
- Depended solely on the level of adversity and misconduct. Each case was viewed and weighed individually based on the circumstances with no perceived biases.
- Depends on the nature of the adversity.
- Adversity in an SDA was viewed in the same light as adversity in an FMF or Combat Fitness Report.
- The same as any adversity, negative.
- It depended on the type of adversity. Performance adversity and misconduct are not the same thing. However, what they equally share is performance since the adversity occurred. Another thing to consider is the severity of the adversity, specifically major misconduct offenses.



Special Duty Assignment

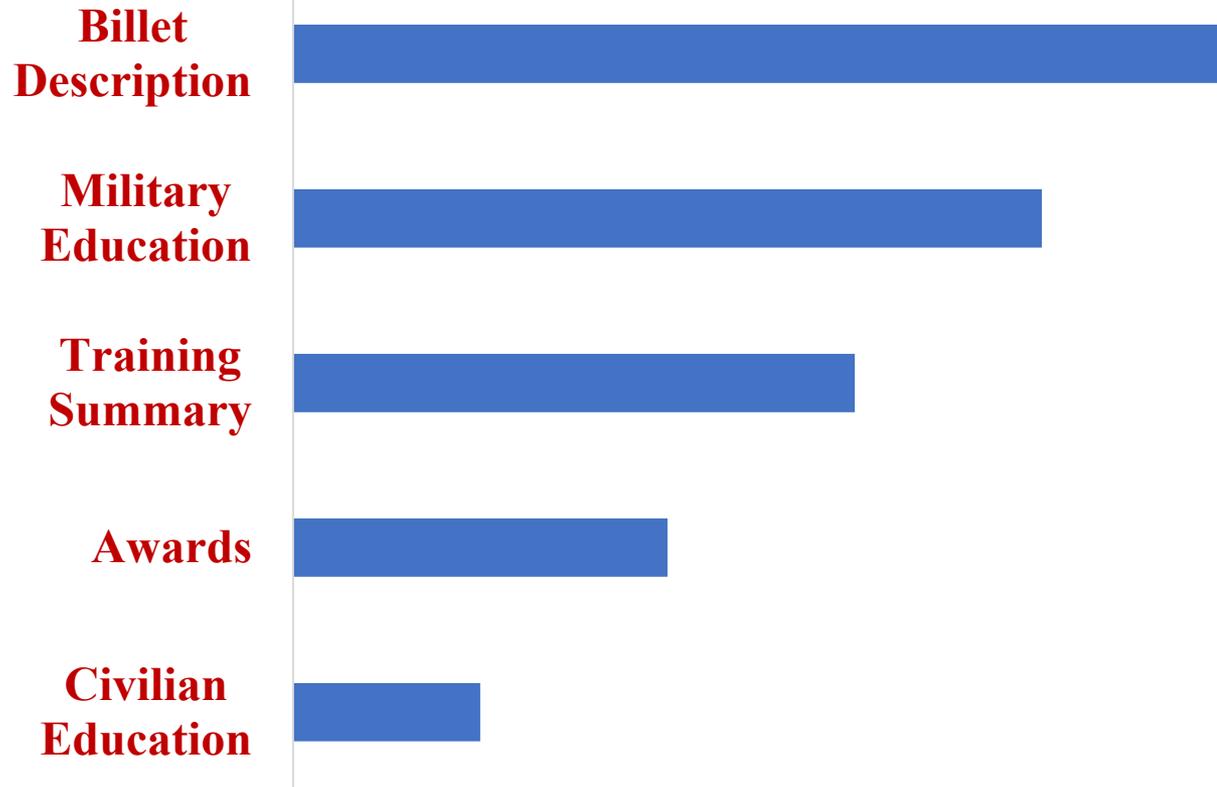
How did you view adversity on an SDA? Continued 2...

- Shows very poor judgment and is not trustworthy. Very detrimental.
- Depended on the adversity.
- Very heavily regardless of assignment.
- Adversity is adversity regardless of billet or location. The majority of adversity was based on the Marines' character, not their job or location.
- It depended on the nature of the adversity, and how long ago it occurred.
- Adversity on an SDA, especially in grade, was a killer. When not in grade, it basically canceled out any special consideration I would have had for the SDA.
- Depends on the type of adversity. Performance, especially for recruiters was viewed with less consideration.
- Negatively. Showed they cannot successfully do something outside of their MOS. Too comfortable in their craft. Or they just can't handle the extra stress. Also, would depend on the severity of the adversity and if they were relieved for cause.
- Very negatively and in most cases, would have been better off not having an SDA at all.
- Same as all adversity. Negative impact on the Marine.



Training and Education

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

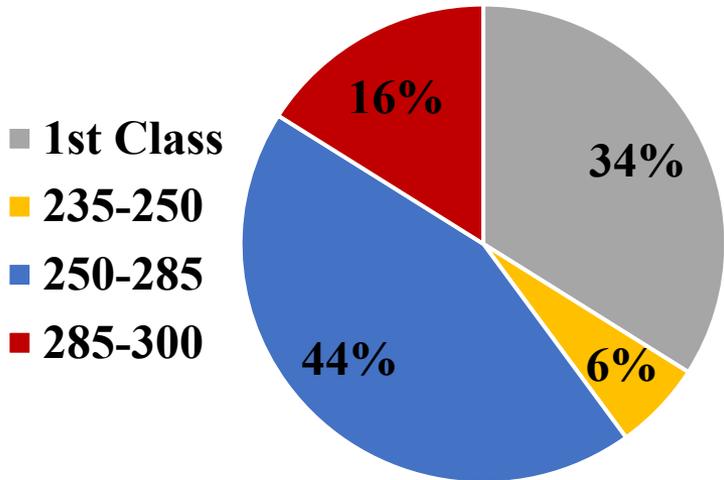




Training and Education

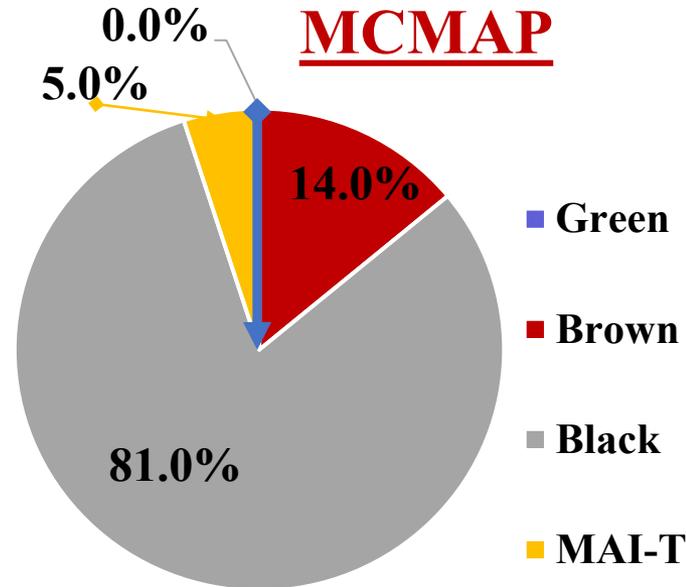
What is a competitive PFT/CFT/MCMAP?

PFT



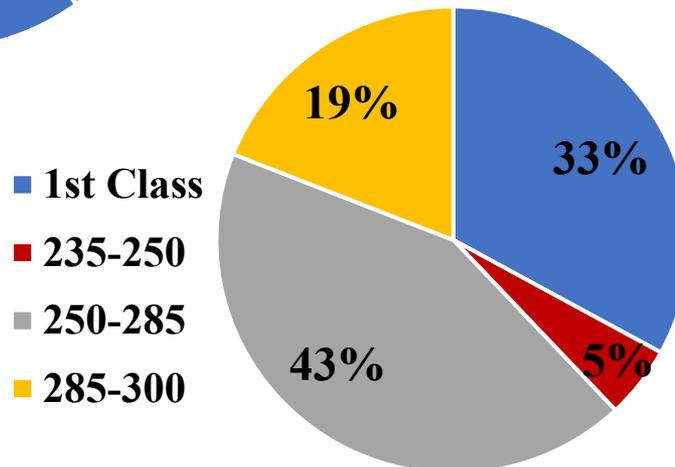
- 1st Class
- 235-250
- 250-285
- 285-300

MCMAP



- Green
- Brown
- Black
- MAI-T

CFT



- 1st Class
- 235-250
- 250-285
- 285-300



Training and Education

Which additional PME held the most weight?

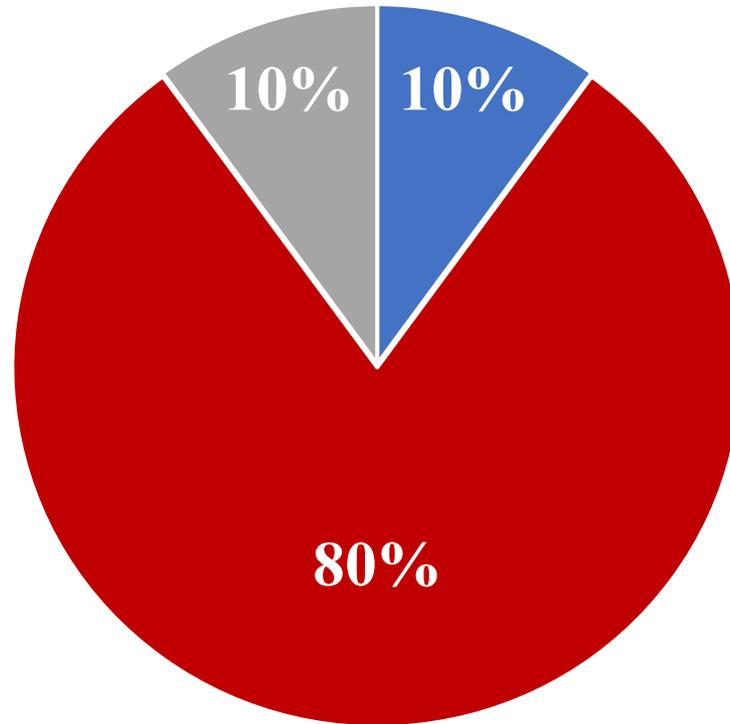
- Naval War College. MAI INSTRUCTOR COURSE.
- Advance course. MOS required PME. Military degree completion programs. SEJPME I&II.
- No particular course held more significance. The lack of additional PME was very impactful.
- Senior Enlisted JPME I&II, Enlisted JPME I&II, Naval War College EPME.
- PME that increased MOS credibility.
- MOS advancement PME. Showing that you are active in any PME was beneficial. Don't just do the bare minimum PME for promotion, it shows.
- Anything additional to the required PME added some weight. I would focus that same energy towards earning an off-duty education.
- Resident PMEs at sister service academies. MOS enhancing schools.
- SEJPME 1&2, Naval War College Enlisted PME, Expeditionary Warfare School.
- WTI, MCTOG, Senior Legal Officer Course, Mortuary Affairs / CACO.
- For the E-9 portion: Joint Special Operations Senior Enlisted Academy from JSOU. For the E-8 portion: SEJPME 1 and 2
- Courses from the Naval War College.
- MOS progressing schools such as WTI, held the most weight in my considerations.
- No additional PME held more weight. As long as a Marine was PME complete, that is all that I cared about.
- Resident/joint PME. Advanced Schools for the specific MOS.
- Advance MOS PME.



Training and Education

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

- Yes
- Yes, if military educational opportunities are complete
- No





Training and Education

Does having completed Resident or Seminar PME make a Marine more qualified than peers who have solely finished the Non-Resident PME (in the context of a Sequence PME board)?

- No (x5).
- Yes (x4).
- PME incomplete Marines were briefed as 1s.
- Yes, for those Marines who had completed their Resident or Seminar PME going into the MSgt-SgtMaj board were favorably viewed as more competitive than those who only had their non-resident PME completed.
- Yes, as per the precept.
- PME completion was the only metric I was concerned with, whether resident or seminar.
- No. Make PME a priority as soon as possible, there are too many options available.
- It was irrelevant. If a Marine was considered PME complete based on just Non-Res, it meant that Marine was currently serving on SDA.
- Yes, I see it as the ones who are fully PME complete are more qualified as they properly planned to meet the requirements and managed their time. The ones who just did the Non-Resident, unless there is an extenuating circumstance that prohibited attendance of Resident or completion of Seminar, are just trying to meet the bare minimum to get selected and hope there is time to attend later.



Training and Education

Does having completed Resident or Seminar PME make a Marine more qualified than peers who have solely finished the Non-Resident PME (in the context of a Sequence PME board)?

Continued 2...

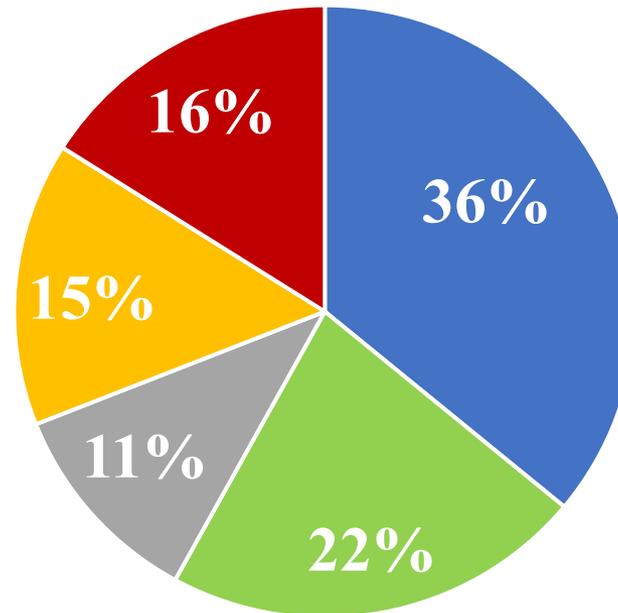
- This board was not a Sequence PME board. PME had to have been completed prior to the board for the Marine to get briefed.
- Yes, only having a Non-Resident is a crutch. No one takes better care of their career than themselves. There is absolutely NO reason a Marine cannot attend a resident course.
- There is no sequencing PME for this board. However, yes. A Marine having both non-resident and resident PME makes them more competitive. That means they planned accordingly to complete the minimum requirements for promotion.
- If the Marine had not completed both the non-resident and resident or seminar, they were not 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

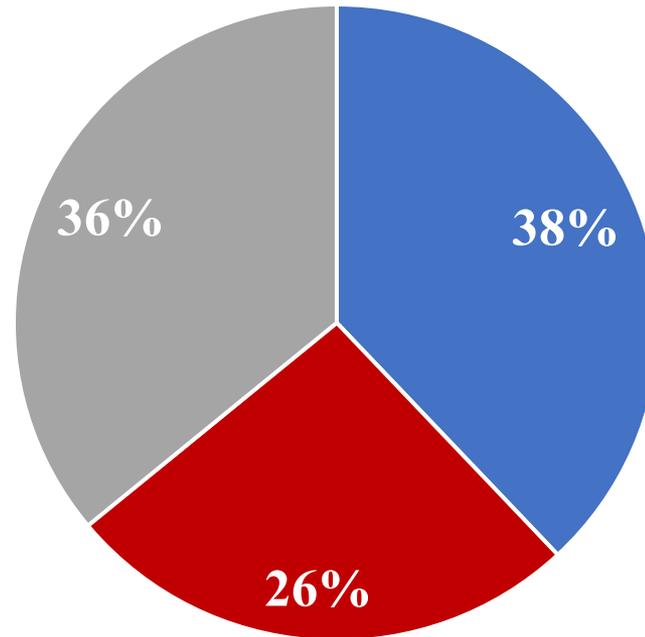




Adversity

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

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





Board Preparation

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

- Adverse material.
- Awards are up to date and school certs uploaded.
- Comm/derogatory documents.
- Schools.
- Award SOA's, page 11's, civilian education documents.
- PME Completion Certificates.
- Fitness Reports, Comm/Dero folder, and Service Tab.
- The MBS RS/RO markings at processing and cumulative as well as the FITREP historical view with individual RS/RO markings. After this was the Comm/Dero for personal awards.
- Awards (NAM and above). Ensuring that you have ALL of the source documents significantly helped out.
- Awards, Training certificates, adversity material/rebuttals.
- FITREPs, Resident MOS enhancing school certificates and civilian education diplomas to confirm what is in DBR, PG11s, UPB entries.
- Awards and Adverse Materials.
- Fitness Reports, awards, and praise. Training assessment on OMPF.



Board Preparation

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

Continued 2...

- The RS and RO comments were the most relevant. They provided the most substance to generate a recommendation to the rest of the board during the brief.
- Fitness Reports and Training Certificates.
- FITREPS. 6105s/UPBs. PME completion certificates. Civilian Education Diplomas. Personal Awards Certs.
- The Personal Awards to determine what was impactful, the Service and Contract section where the adverse material was, the mil education as well.
- Awards (mostly in grade) & their Fitness Reports RS/RO comments Section I & K.
- Training.
- FITREPs.



Board Preparation

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

- Helped a little.
- It helped me but I absolutely looked at their last year to ensure positive progression.
- If a Marine was on the alternate list, he/she was favorable and highly competitive ahead of peers.
- It was not really a factor unless they remained competitive against the current field of competitors. In some instances, it was surprising to see that they were alternates with such suboptimal performance.
- It was a benefit to the Marine, but it didn't guarantee they were at the top as the totality of the population and their competitiveness was re-evaluated.
- No.
- The selection of a Marine from the previous year's board was seen as highly competitive and was taken into consideration going into this year's board. This is a double-edged sword though, as each year the population eligible for selection will change along with the competitiveness in each PMOS, therefore a Marine must continue to perform otherwise their previous year's selection as an alternate will be of no benefit. In other words, stay hungry.
- Not necessarily. Marines selected as alternates last year, were still uncompetitive against their peers in the previous board, unless they showed their continued growth, they were most likely still not competitive in their current peer group.



Board Preparation

How do you view the record of a Marine who was chosen as an alternate in the previous fiscal year's selection board? Additionally, does the presence of the alternate selection letter in their OMPF improve their competitiveness? Continued 2...

- I took it as a positive endorsement that improved competitiveness slightly. It was preferable to have an alternate selection letter in the OMPF.
- Favorably.
- I saw it favorably and the presence of an alternate selection letter in their record validated the alternate selection.
- It tells me that they had enough potential to perform at the next rank last year, but I need to see improvement in the year between the boards.
- Per the precept, I gave extra consideration. However, depending on the competition within an MOS and the amount of promotion allocations for this year's board, the Marine who received an alternate selection from last year's board still had to be competitive.
- None, every board changes perspectives.
- Originally, I thought it was important. However, during the briefs, it proved not to be relevant. This is especially true when a Marine is briefed as a 3+ but was an alternate from last year's board. The alternate does not mean the Marine is eminently qualified or even above average. It just means they were just outside the cutoff for their MOS.
- Alternates competed at the same level as the rest of the population. The presence of the alternate selection letter was an interesting data point but did not serve as a differentiator.



Board Preparation

How do you view the record of a Marine who was chosen as an alternate in the previous fiscal year's selection board? Additionally, does the presence of the alternate selection letter in their OMPF improve their competitiveness? Continued 3...

- Being an alternate may have been the very last factor used to separate Marines for me. Being an alternate did not improve competitiveness. I looked at this board as a new year with a new competition and tried to select Marines based on what I found important and not what the last board found important. Additionally, there were some alternates that did not seem to do anything to improve their competitiveness from last year to this year.
- Matters nothing to me.
- Took it into consideration for what it's worth, but if someone else was more competitive this round, still would have been passed if the other person was better.
- Not a factor in most cases.
- Highly favor. Yes, the letter should be available.



Board Preparation

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

- Contract.
- Letters of appreciation.
- Comparative assessment and CRCR.
- Generally, anything under the Service/Miscellaneous tab was not useful to go over.
- All the documents for courses, training, or LOAs. That stuff was just in my way.
- Marine Net Certs are not needed nor required to demonstrate competitiveness; they waste time for the board members trying to best prepare their cases.
- Letters of Appreciation, MCI certificates from when they were Lance Corporals. Anything not critical or relevant to current, and future rank. It's just fodder that takes away critical time from preparing packages.
- The Service Tab - Miscellaneous. I did not need to see the servicemember's SGLI information.
- LOAs, PFT/CFT certs, MCMAP certs, Good Conduct, previous promotion warrants, letters of recommendation, duplicate certificates, Marine Net Certificates (anything outside of PME). Be organized.
- Marine Net certs, with the exception of Non-Res PME.
- Marine Net Certificates. Initial enlistment documents.
- Their contract and letters of appreciation.
- All were utilized I believe, or I referenced everything.
- Marine Net certificates outside of non-resident PME. They do not provide any substance or value and just clutter the record.



Board Preparation

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

Continued 2...

- Audits and contracts.
- At the E8 level and up, I do not place much weight on awards unless they are NAMs or higher. Additionally, much of the Marine's contract information was unhelpful.
- All the reenlistment/contractual docs and Marine Net/JKO docs were just nonsense.
- The graded above/with/below this Marine. To me, that part of the profile doesn't really matter. Can be skewed by RS's lack of profile(s).
- Other awards tab under the Commendatory/Derogatory Tab.
- Old LOAs.



Board Preparation

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

- Ht/Wt, there should be a photo.
- The only thing that mattered was in Ht/Wt or not. Plus the PFT/CFT helped me have an idea.
- Yes. Appearance was very important. I assessed the appearance based on their Ht/Wt and body fat percentage. Comments from RS/RO pointing out the Marine appearance were also helpful.
- Yes, when a Marine was briefed out of standards, then I became more curious about their body fat percentage and their PFT/CFT scores. I did not feel that having a picture would add value to my evaluation.
- Military appearance was not important as the current and historical PFT/CFT scores told me what I needed to know.
- The photo would have been helpful when looking at a Marine who is at the body composition limit.
- Military appearance is very important to each board member. I assessed military appearance based on RS/RO comments which painted the picture of the Marine for the board members.
- Ht and Wt RS and RO comments were the only way to distinguish. A photo would be extremely beneficial to the board.
- Their fitness scores were sufficient for me.
- I paid attention to their height/weight on Fitness Reports.
- Not important.



Board Preparation

Without a photo was military appearance important to you and if so, how did you assess a Marine's appearance? Continued 2...

- Military appearance is incredibly important. I relied upon comments from the RS/RO to help paint the picture along with the Marine's current PFT/CFT scores. This helps bridge the gap.
- The only assumption that could be made while not using a photo is the Ht/Wt standards of the Marine and any comment made by the RS or RO in the Fitness Report. But it was not something that was heavily focused on if the Marine was already within standards.
- Yes. I looked at Ht/Wt/BF% and fitness test scores.
- The height/weight/body fat percentage coupled with their physical fitness scores.
- Not utilizing photos for promotion boards has been the biggest mistake. Again, no one takes better care of their career than themselves. A photo is just the start if a member is taking anything seriously. I did reference the Ht & Wt on OMPF.
- Yes, military appearance is important. The only way to evaluate military appearance is through currently Ht/Wt and FITREPs.
- It was difficult to assess, however, comments from the RS helped as well as a current height/weight.
- It was not especially important; I used the body composition numbers provided by DBR and previous FITREPs.
- I would prefer to bring the pictures back to assess bearing and carriage.
- Yes, feel it is important to the Board. The Marine Corps is an image-based service, especially in uniform. If a Marine has the appearance of a soup sandwich in uniform, how can you expect that Marine to lead and be an example to other Marines.



Board Preparation

Why were letters of any kind beneficial?

- They weren't, especially from a CO or CWO saying the Marine should be promoted.
- Letters were almost always helpful by helping explain diversity and also helping with specific recommendations.
- Some letters that explain adversity, physical fitness decrease, or old training scores were important for my decision.
- If they added the needed context then they were beneficial.
- Alternate selection letters were beneficial as they let me know they were competitive last year, but no others were beneficial for my grading rubric.
- I would have preferred if letters of recommendation were not allowed. They were not very valuable, and it cost me time in brief preparation. Letters of clarification were helpful.
- Letters owning up and taking accountability for mistakes were helpful.
- Yes. Anything that explained deficiencies in the record (e.g. adversity, medical waivers, explanations of profile inconsistencies, and PME).
- Letters that explain discrepancies in a record help save time when generating the brief and make the cause for discrepancies readily apparent to both the briefer and boardroom. A clear cause for an abnormality in a record is generally viewed in a favorable light.



Board Preparation

Why were letters of any kind beneficial? Continued 2...

- Letters to help explain certain concerns like a partial/MED, or significant decrease in PFT/CFT helped out. I found that the majority of letters did not help clarify any anomalies in the Marines' record. Be short, and succinct with the letters. Additionally, letters of recommendation did not help. We have FITREPs for a reason.
- It provided context for lapses in performance or conduct, and clarification for education completion of waived annual requirements.
- Unless a letter of recommendation was from a General or Admiral and spoke to specific accomplishments and associated impacts, it was of no value. A letter providing clarification of a waiver to not run a PFT or CFT was valuable. Letters stating why the Marine did not run a PFT or CFT on time, nor attend PME, were of no value.
- Yes. Letters from a Marine with adversity, accepting responsibility for their adversity. Letters from Marines attending PME while the board was in session with their intended graduation date. Letters from Marines explaining medical/combat/or partial codes for physical fitness tests. Letters explaining lack of quals (i.e., no pistol qual due to unit not having pistols).
- They were beneficial, however, I did pay particular attention to the content. If you are in-zone, and you have 5 years' time and grade, and you submit a letter stating that you're attending the current Advance course right before the board, lets me know you are on your own time.



Board Preparation

Why were letters of any kind beneficial? Continued 3...

- The only important letters came from the MRO that provided additional information regarding their record. Example: clarity on why PFT/CFT scores have degraded due to medical. Letters of recommendation and letters stating what is already present in the Marines MBS were not relevant and took away from the briefing time. If I have to brief letters, then that is less time I can speak to their performance from their RS and RO.
- Yes, letters that provided clarification of the content in their record were very helpful.
- The only letters that were beneficial were the ones that explained why certain training (ie. PFT/CFT) was not accomplished or why there was a drop in scores.
- Letters to the board are helpful no matter what or why they are written. Sometimes, they pointed out good or bad things that I may have missed.
- It showed the Marine made the attempt to clarify & explain certain things pertaining to their record. Showed that they actually care for their careers and progression in the ranks.
- Letters that provided clarity in an adversity were helpful.
- Yes.



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?

- I didn't see any.
- Usually, if a Marine had adversity in grade but no adverse FITREP, I was hoping for more clarification.
- If a Marine PFT/CFT score were lower than normal, then explaining why was beneficial.
- Long durations without a PFT/CFT. An incident that one would think would result in an adverse report, but no adverse report was in their record.
- None come to mind.
- Would be nice to know why someone ran a partial and why they have been on waivers for two consecutive years. This happens more than you would expect.
- Waived Training, i.e. PFTs/CFTs/Pistol going into a board could help be explained by a letter from the Marine.
- Yes. Anything to do with adversity in the grade where no rebuttal or MRO comments in Adverse FITREP are available. This was a big one for me.
- There were several instances of Marines with Partial PFT/CFTs that were not referenced in FITREPs. The Marines who submitted letters of clarification for why they had completed a partial or were LIMDU were appreciated and provided immediate context to all members of the board.
- Light/Limited Duty.



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 2...

- Yes, PFTs/CFTs. When a Marine has a large history of medical status and no letter to the board is provided, nor a comment is made in a Fitness Report to articulate why a Marine has not run a PFT or CFT in over 2, 3, 4+ years, only raises more questions. Especially when the Marine shows full duty for an entire year prior to the promotion board.
- Yes. One Marine was not recommended for promotion on a PG 11, but the reason why was not stated.
- Yes. Letters from Marines explaining medical/combat/or partial codes for physical fitness tests. Letters explaining lack of quals (i.e., no pistol qual due to unit not having pistols).
- Date gap due to RO retirement. Submitted letter to complete a pull of report or detail as to why there are back-to-back non-observed reports.
- Any deviation or drop in the training summary where it is not in the Marines's control, a letter clarifying why there is a drop would have helped the Marine.
- Yes. If a Marine had a medical waiver for a PFT or CFT and the Marine wrote a letter explaining they were undergoing treatment was helpful.
- Low PFT or CFT scores if they had a history of high scores. Date Gaps.
- The inconsistencies regarding Physical Training (PFT/CFT, Rifle/Pistol) could have been better clarified by the RS or RO.
- Not much to my knowledge.
- Medical waivers. Marines had numerous unexplained medical waivers with no comments on fitness reports.
- No.



Board Preparation

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

- FITREPs are key, make sure you are being marked as you deserve.
- Review your RO markings on the tree. Ensure the RS doesn't write too much nonvaluable information.
- Ensure the Marines preparing for a selection board update all their required physical training and PME before the board. Also, have a discussion with their RS/RO to understand where they sit in the profiles.
- Finish your PME before you enter the below zone. Know your RS and RO's average values and make sure the comments and values are complimentary.
- They need to go through their record and remove all duplicates as well as any adverse documentation that does not belong to them. It was a clear sign they didn't review their records.
- Performance matters.
- Take an active role in your performance evaluation and fitness report. Too often reporting officials are writing inflated section I/K comments and the RV/RO placement on the tree is nowhere near the level of the comments. MROs need to understand the expectations of their RS and ask questions and for constructive feedback throughout the reporting period.



Board Preparation

What are your top recommendations for Marines preparing for a selection board? Continued 2...

- Get your PME done, it is a requirement. So many Marines lost out on the opportunity for selection over less qualified Marines simply because they didn't do PME. Make sure you are sitting down with your RS and RO to talk through your fitness reports before they are sent to MMEA. Inject yourself in the process to protect yourself. Learn and understand their averages, where you currently fall in and how you can best improve yourself in their profile. For the majority of board members Fitness Reports are the overall deciding factor, and by not being involved you could be left behind.
- Complete all required PME. Review your FITREPs and if the RS and RO markings and comments do not match, talk to your RS/RO during your FITREP review.
- Excelling in your current billet and taking on additional responsibilities. Maintain top physical fitness. If you don't have a mentor, get one now. Seek a mentor out that will give you the hard truth and give you honest feedback. This will only help with your career progression.
- It starts with the individual Marine. Inspect every aspect of your record, validate the information is accurate, and have a senior member in the unit give it a second look.
- ID what characteristics are important to you for a Marine being considered for promotion (deployments, FITREPs, training, education, volunteering) and what parts of the FITREP are important to you (values or comments).
- The first page of your MBS is essentially what board members see in DBR, make sure it accurately reflects what you want the board to see. Do your best to run a PFT and CFT before the board, NOT a Partial/Medical/Combat waived score. Get a Black Belt.



Board Preparation

What are your top recommendations for Marines preparing for a selection board? Continued 3...

- Performance, stop making comfort-based decisions. Staying comfortable or homesteading is not looked at in a good light. Overseas assignments were looked at well. We can see what your agenda is if you have multiple degrees but have not left either coast for 9 years. That says more than you think, that is NOT what we need to promote. If you have waiver after waiver that says plenty. If you're on a high-tier billet MSG etc. try to attend PME before you report.
- Plan to become PME complete within the first year after promotion. The zones shift and you could be placed in a zone sooner than you think. Review your OMPF every year to: ensure it is up to date, confirm you are not missing any documents, and confirm you do not have any duplicate documents. Ask to be counseled periodically to ensure you are progressing/getting better.
- Take time to conduct a thorough self-audit of your OMPF and remove duplicate/unnecessary items (i.e. MCI certificates). Have early and frequent conversations with RS and RO to understand how to progress in their profile. Take a PFT, or CFT, and go to the pistol range if possible.
- Complete your PME. Sit down early with your RS/RO to understand what they are looking for so that you can have the best chance of receiving favorable marks.
- Scrub your package for errors. Maximize the things you can control (the objective things).
- The less meticulous certs in record, the better. The briefer has fewer irrelevant documents to cipher through. I do NOT care to see a Marine's Marine Net course/certs that he/she has completed. That does not matter.
- Attend all MOS-related schools, work on physical fitness level, and ensure quantitative data is captured in fitness reports.
- Review your records and get it updated. Write letters to discuss adversity in grade.



Board Preparation

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

- It would have been nice to have 6105 noted on the MBS, sometimes you have to dig into the record to find it.
- Lack of ownership to adversity.
- Overlooking key billets for the Marines.
- PME incomplete (x4).
- Validation of PME being complete and missing award documentation.
- Waived PFT/CFT/Marksanship and PME Completion confirmation.
- Verifying if a Marine was PME complete or the cause for their partial/medical fitness tests.
- Duplicate certificates. Commendatory FITREPS that explain a Marine received an award, however, their record does not indicate.
- It varies, but the most common discrepancy was PME certs in OMPFs. That could have a real potential for a Marine to not be selected.
- Missing certificates/diplomas and confirming a Marine is not PME complete.
- Confirming Marines were not PME complete.
- PME status and deployments accurately reflected.
- Confirming certain deployments was the most common discrepancy I saw.



Board Preparation

What was the most common discrepancy notice during the board process? Continued 2...

- RS/RO markings were at odds. Either the RS/RO markings did not agree with each other, or the RS/RO markings did not agree with themselves (RS/RO markings).
- Felt that the deployment roster was not always accurate. Some awards were missed at times as well. For example, OVSMs are not displayed on the briefing guide. Feel this is a significant award to the Marine that he/she has achieved through out their Marine Corps career.
- Old material.



Points of Contact

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