

FY26 1STSGT & SGTMAJ SELECTION BOARD DEBRIEF



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Purpose

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



Overview

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



FY26 1STSgt Board Stats

- FY26 1STSgt Board consisted of a total of 540 Marines
- Failed Selection 296 (55%)
- Selection Rates by zone:

Zone	Total	Selected	Selection Rate
Above Zone	N/A	N/A	N/A
In Zone	540	244	45%
Below Zone	N/A	N/A	N/A

- 7 (1.2%) of Marines were PME incomplete:

Zone	# PME Incomplete
Above	N/A
In	7
Below	N/A



FY26 SgtMaj Board Stats

- FY26 SgtMaj Board consisted of a total of 236 Marines
- Failed Selection 97 (41%) from both Above Zone/In Zone
- Selection Rates by zone:

Zone	Total	Selected	Selection Rate
Above Zone	62	38	61%
In Zone	119	46	39%
Below Zone	55	5	11%

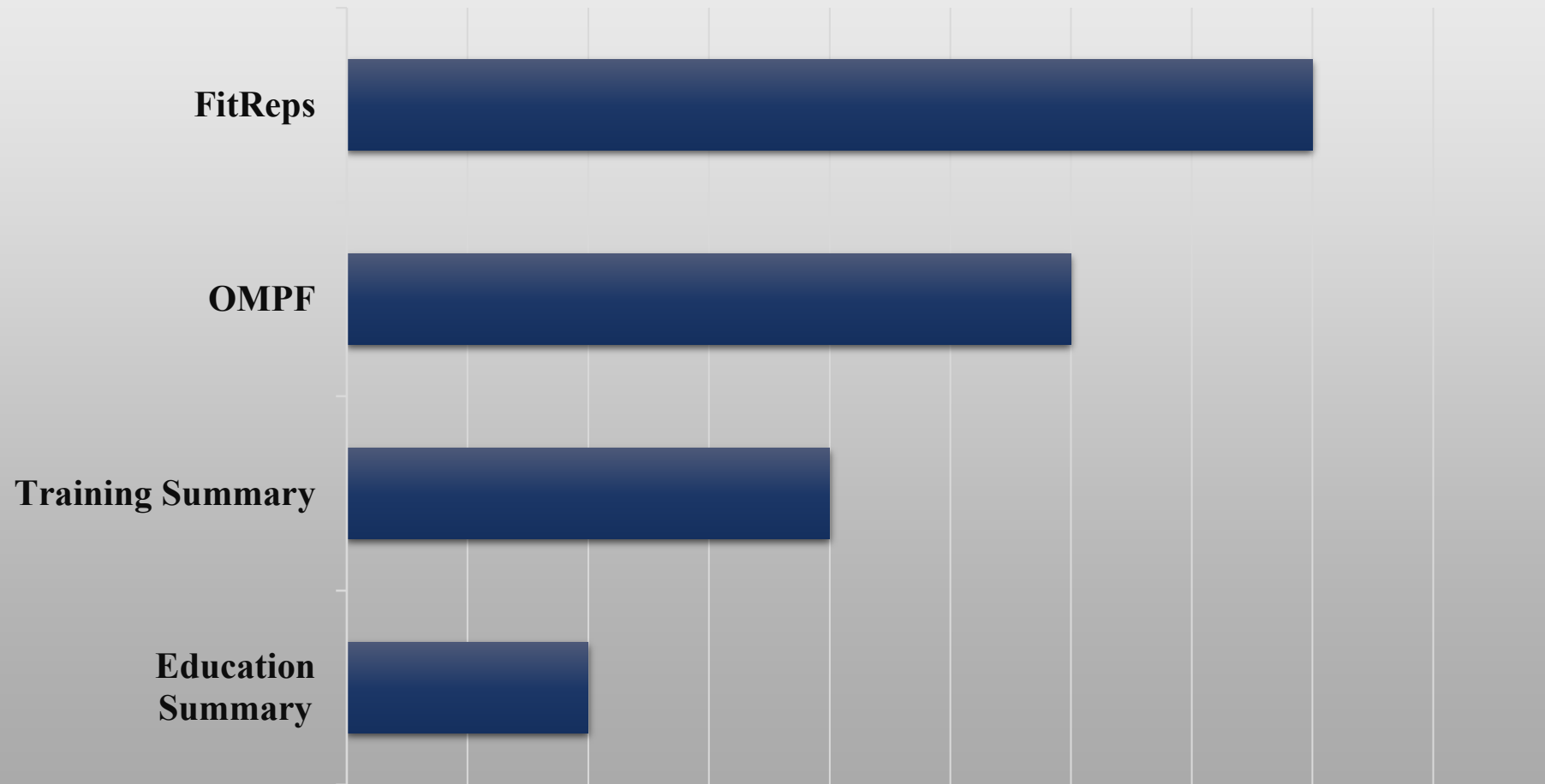
- 5 (3%) of Marines were PME incomplete:

Zone	# PME Incomplete
Above	0
In	4
Below	1



Performance

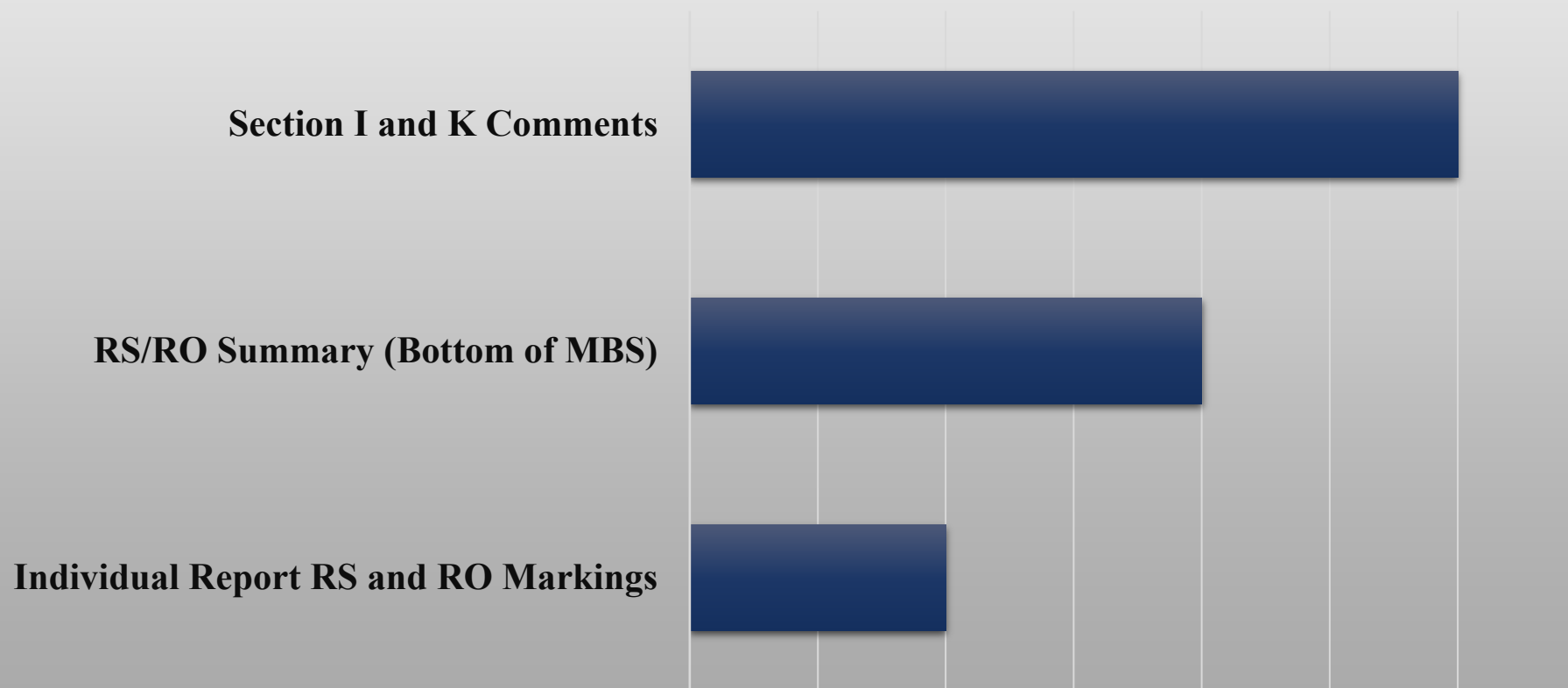
How would you rank these competitive factors?





Performance

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





Performance

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

- Highly.
- It makes little difference overall, however, awards in grade are briefed as such. Since I focused mostly on the current rank FitReps for GySgt (1stSgt Board) and 1stSgt (SgtMaj Board), commendatory FitReps had little to no impact on my decision for selection.
- Commendatory fitness reports did not factor into my assessment. I focused on where the Marine was placed within the RS/RO profile.
- You can have a two-month commendatory FitRep that is necessary to administratively let the board know you received an award, but have a full annual report that captures all things accomplished over a year, which would be more useful.
- It didn't make a difference for me at this level. All Marines at this level must be performing at a commendatory level.
- Whether a report is commendatory or not does contribute to my evaluation of the Marine's record. I paid no attention to the commendatory nature of a FitRep when reviewing packages. Instead, I would review personal awards (type and timing of award matters).
- Minimally. The award doesn't always align with the reporting period, so it's more about when, how, and why the person earned the award.
- Commendatory in grade showed Marine was still excelling where he/she were planted.
- Not much consideration unless an impact award was received during the reporting period.



Performance

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

- Commendatory fitness reports briefed stronger and usually resulted in higher recommendations.
- Commendatory Fitness Reports held weight when on the fence, but really were not one of the top factors considered.
- Honestly, this seems obsolete. Regardless of which reports are commendatory, I will go through and dig to identify what awards were received and the reasons. It's easier to go to the personal awards page and look as opposed to relying on the "commendatory" report. I understand the directed comment will identify the award, but I need the context behind it to better understand the impact during that period.
- I believe these are on a case-by-case basis, depending on the award and if it was "Impact" vis an End of Tour. However, a commendatory fitness report should hold a little more weight.
- Commendatory FitReps contribute to the Marine's achievements and provide a more in-depth description of the Marine compared to non-commendatory reports.
- It did not affect my decision. The commendatory material was weighed separately from the Fitness Report when considering fitness report values.
- It depends on the reason why it was a commendatory fitness report, and it mattered only if it was an "In Grade" commendatory report. Otherwise, it didn't add much value to my assessment because I am able to see SNM's personal awards and other commendatory material.
- Considered but minimally important.
- More impactful if the commendatory report is for an impact personal award vs an LOA.
- Doesn't.
- No bearing.



Performance

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

- Comments written in plain talk! "MRO is ready to be a 1stSgt/SgtMaj." Any comments that don't make me guess whether or not MRO has the ability to perform at the next level. Impactful comments, "in MRO's short time, he/she has already made an impact by doing...." "already performing at the 1stSgt/SgtMaj level."
- SNM demonstrated the highest degree of leadership, mentorship, and performance that left an enduring impact on the Marines and Sailors. A model First Sergeant, he displayed a seldom-seen physical and command presence that is matched only by his calm demeanor, approachability, and genuine concern for his Marines. In addition to setting the example for all to follow, SNM consistently displayed exceptional performance, uncommon proficiency, and remarkable initiative. Always sound in judgment, SNM was routinely sought after by junior and senior personnel, both within the company and the battalion. His diligence, dedication, and absolute devotion to the Marines and Sailors and the improvement of their welfare were apparent in his selfless work ethic. As both a Platoon and Company Commander, I have had the privilege of working with many exceptional First Sergeants in the infantry community. Without a doubt, SNM stands out as the finest among them. His dedication to exceeding expectations has motivated all Marines in the battalion to maintain high standards and approach every mission with determined professionalism. I have never encountered a more natural leader who genuinely cares about the welfare of his Marines. He earned the utmost trust and confidence of everyone who served with him. He exemplifies the judgment and empathy we seek in our senior enlisted leaders. If given the opportunity, I would personally seek SNM out to serve with in any capacity, whether in combat or garrison. SNM must be retained at all costs and needs to be assigned to billets of increasing responsibility. Promote to Sergeant Major now; there is no doubt that he would be a great asset and a force multiplier to any O5 commander.
- Promote ahead of their peers.



Performance

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

- Comments that elaborated on the performance and impacts of MROs' accomplishments while serving in billets of higher responsibility were useful in determining a Marine's propensity to succeed if selected.
- Potential for next grade and/or higher-level command, as well as their specific leadership qualities.
- Words that described the effect he/she is having on the Marines and command.
- Unlimited potential. Promote now! Enthusiastically recommended for SgtMaj now! Retain indefinitely and assign to the most demanding SgtMaj Billets across any element of the MAGTF! Assign to billets of increased scope and responsibility – would excel in any assignment. Enthusiastically recommended for retention and immediate promotion to SgtMaj!
- Promote to 1stSgt now! MRO is an outstanding SNCO performing the duties of H&S 1stSgt now, better than the other 1stSgts in this command. SNM is the Staff Non-Commissioned Officer that every officer hopes to have as a senior enlisted counterpart. Work ethic and character should be studied; her dedication to the institution is both humble and limitless, and her courage to challenge the norm for the benefit of Marines' careers is evident in her reception in battalion and regiment leadership circles.
- Honest and genuine comments that were compatible with RS/RO markings. If they did not match, I wanted to know why. Ex. Marine is marked below the peer group; however, the comments say promote ahead of peers.
- The plain language and statements that weren't cookie-cutter. I also appreciated the comments that were clear on where the Marine sits amongst peers. Promote with peers, promote ahead of peers, promote now!
- Recommendations are most important, particularly using language that is creative and stands out.
- Briefer, Brief this Marine as a 5,6, 6+, etc., then have the RS/RO profile back up the word picture.



Performance

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

- Any comments that matched RS/RO ratings, i.e., "Promote Immediately!" / "Promote Now" / "Promote ahead of Peers" / "Enthusiastically recommend promotion and the opportunity to serve in the highest and most demanding level of command to positively impact the institution."
- Section I and K should communicate clearly to the promotion boards and tell the board members whether the Marine deserves to be promoted, i.e., promote at first look, with peers, or ahead of peers.
- When the RS/RO commented on how the individual was already fulfilling and accomplishing set items that the individual was trying to be selected for. For example, Gunnery Sergeants filling the role of a First Sergeant, or First Sergeants filling the role as the Sergeant Major. To note, a majority of Marines are the best Marines they've observed in a set number of years in the Marine Corps.
- For 1stSgt, I wanted to see who was breaking out of the pack with accomplishments that showed if they did any 1stSgt duties as a GySgt or SgtMaj duties as a 1stSgt. If at I&I, it's a little different, so for them, and I want to read tangible impacts they made on the Marines there.
- The level of enthusiasm in the RS/RO recommendation statements.
- When the RS/RO uses the MRO's name vs. just MRO. For example. "GySgt/1stSgt "Motivator" has my most fervent recommendation for promotion! This is a Leader whom we need in front of our formations now!" "GySgt/1stSgt Motivator is the senior enlisted leader I want by my side leading Marines in combat!"
- Clear and concise.
- Intangibles...
- Comments that spoke to leadership, mentorship, and ability to advise the command added value based on we were looking for Marines who were going to be SELs within their commands.



Performance

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

- Luke warm comments that littered reports on this board were very unhelpful. Overly emotive words and then middling to low markings do nothing to sway the board and should embarrass the writer.
- Luke-warm comments and recommendations. Boilerplate language.
- General comments about MOS proficiency meant less on this board since I was looking for the ability to work outside of their MOS and experience doing a multitude of responsibilities across various commands. Additionally, any comments that spoke about recent adversity in grade or comments that just spoke to meeting expectations made the Marine less competitive.
- "Exceptional leader, performing at the highest standard. limitless potential, a Significant force multiplier for the Company. First Sergeants are supposed to be force multipliers."
- Comments with no recommendation for promotion.
- Ones that did not match markings.
- Restating billet accomplishments by RS/RO was a wasted opportunity. Retain, promote, and send to resident PME. Fluff comments that did not quantify performance.
- Brief as a 6 or 6+ . "Briefer: I expect this person to remain at the top of my profile once I have written more reports."
- Comments that were empty or lacked meaning. "Marine performed as expected in his duties."
- "Continue to groom. Excellent leader. Retain and promote."
- Billet descriptions and accomplishments.



Performance

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

- "Promote with peers" or "promote at the needs of the Marine Corps" tended to detract from a Marine's competitiveness.
- Showing stagnant or no progression. The further up the chain Marines go, the more competitive the group. Simply being ok and receiving ok or generic comments will not help the Marine.
- Artificial filler comments such as "Fire and forget" and "force multiplier" were overused.
- "Promote with Peers" / "Potential is unlimited" / "Promote and retain" / "promotion at the earliest opportunity."
- Sections I and K should provide a picture to the board members. When the comments are not clear, it takes away from the Marine's competitiveness.
- Briefer brief 6+, this Marine is a Future First Sergeant/Sergeant Major with the RS/RO average not matching on the grading scale. Another one would be when the RS/RO would state how they have a very competitive profile with only the highest individuals selected/grade, but mark the Marine Average or Below Average on their profile.
- Sometimes it was distracting when you read over-the-top comments like "the Swiss army knife of the unit." Also, new officers should have a class on writing fitness reports because they can inadvertently sabotage their own profiles with over-inflated markings right off the bat or when markings and comments don't line up. Seek out the assistance of the SEL! please!
- Lukewarm recommendations or a narrative that describes meeting the basic requirements of the assignment.
- "Promote with peers." "MRO is right where he/she needs to be." "MRO is trusted to complete tasks with supervision." "promote with contemporaries."
- 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?

- Relative value, hands down! Pretty words need to match the markings, they often don't!
- Relative value, and then I looked for confirmation within the comments.
- I heavily weighed cumulative values and then compared that to section I and K comments in grade to get an overall picture of where the Marine broke out among the rest of the population.
- Relative value.
- I relied on all parts of the Marines' record to paint the overall picture. (MBS, Section I&K, RS/RO values, etc.).
- Comments tend to be more useful as most RSs had no RV or limited profiles. Generally, both were considered when able.
- Section I & K comments (x2).
- Section K comments. The RO comments out weight anything else.
- Relative Value X2.
- I relied more on first reviewing section I & K comments for all fitness reports in Grade first to derive an overall word picture for SNM's current grade before examining relative values.



Performance

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

- The relative value painted a better picture of the Marine.
- Marine's Relative Value.
- I looked at both relative value and comments. When an RS has no profile, I have to look at the Section I & K Comments.
- Section I & K.
- Both for the whole picture of performance, unless the RS didn't have an established profile, then section K comments were the main way to paint the overall picture.
- It's a balance that must match. The lack of profiles in the RS can be overlooked, but the writing has to be of quality that communicates to the board the truth behind the relationship and the future of the Marines.
- When the attributes match the word picture of the section, I & K comments. Relative values are more impactful when the RS/ROs have a deep profile. However, the section I & K comments paint the actual picture and continue to be most impactful overall.
- Relative value, and it isn't even close.
- K, experience level, usually writes better...



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 narrative and markings rule the day hands down, as in almost every case, the Ros are more seasoned and have more robust profiles.
- RO always holds more weight due to experience and profile size. Additionally, the RO has some separation from the MRO, removing some bias.
- For me, the RS placement meant more because of their daily interactions with the Marines. This is especially true when comparing large RS and RO profiles on the same Marine. With that said, I did not see a large deviation between RS and RO placement on the same Marine.
- The RS because they were closer to the Marine, which theoretically makes it tougher to mark them lower.
- RO grades carried more weight as they tended to assess MROs from a more big-picture point of view.
- RO held more weight because of the experience of the individual reporting. I acknowledge the RO can often have less visibility, but in many cases, the RS profiles are so small that it's difficult to draw too many conclusions about why the RS rated them differently than the RO.
- RO. RO is more seasoned and has experience with grading.
- RO. The RO is the more seasoned Officer and has the responsibility to establish the future potential of the Marine.



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...

- RO's comments carry more weight. The RO can consult the Sergeant Major for additional context and insight, providing a more comprehensive and balanced view of the Marine's performance. Additionally, the RO and Sergeant Major may recognize potential biases or personal friction between the RS and the Marine, allowing them to account for those blind spots in their assessment.
- The hold equal weight – However, when the RS has a limited profile, they really are grading the Marine against themselves. At this point RO profile comes in as they typically have a wider profile.
- It depended on the depth of the RS's profile. A young LT or Capt with a weak profile, it was almost expected to see them low block individuals to protect their profiles.
- In these instances, I take a look.
- The RO has more value over the RS, because the RO has more years of experience writing FITREPs.
- Neither holds more weight, but what matters is that the individual isn't consistently ranked in the Lower third. Board members understand that RS/RO relationships can be complex. No alarms are raised unless the Marine is consistently marked low on the RS profile or the RO profile. To note, if a marine is consistently marked in the lower third on the RS, the marine could be falling short on working within a Team. First Sergeants and Sergeant Majors must work with their Command Teams.



Performance

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

- I would look at what other RSs marked the Marine and look at the comments from the RO. RO would have a bigger pool of Marines they observed, so I considered their grades when the RS was marked at the opposite end of the spectrum.
- No blanket answer. It depends on the number of reports and the trends I can break out of a series of reports in grade.
- IMO, RS.
- RS, for the most part. That is their direct supervisor, and our job as USELs is to work with the commander assigned.
- The RO holds more weight; however, I focus on the depth of the RO's profile. The RS is likely building their RV profile and is reluctant to grade accurately in an effort not to overinflate. This is a bad business practice. RSs must grade the MRO honestly and not try to manipulate their profile.
- If a young, inexperienced RS, I lean on the RO fodder more...if a Major or higher RS, it seems like a disconnect in observation.
- No bearing, reconcile the comments of both. Usually, default to RO in my experience.



Performance

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

- Absolutely every time.
- Yes X4.
- I did for the GySgt to 1stSgt population, but once we got into the 1stSgt to SgtMaj board, most RS's did not have profiles, and many of the RO's had fairly small profiles.
- Yes. Seasoned profile was preferred, but where a Marine ranked within that profile is what ultimately mattered.
- Yes, seasoned profiles gave a better picture that allows us to gauge the true standing of a Marine and how he/she fall against the cohort they are competing against.
- Yes, when a profile was exceptionally large, and MRO's evaluation occurred in an already seasoned profile.
- Yes, the seasoned profile is easier to place more confidence in the marking.
- Yes. If the profile was small, I would gather data to form an opinion on the Marine.
- Yes. However, the word picture (Normally) provided supporting fires for developing the picture of the Marine's performance during the reporting period.
- A seasoned profile provided a clearer and more reliable depiction of how they truly viewed the Marines. With a broader range of Marines of the same grade whom they had observed, their evaluations allowed for more accurate comparisons and context.



Performance

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

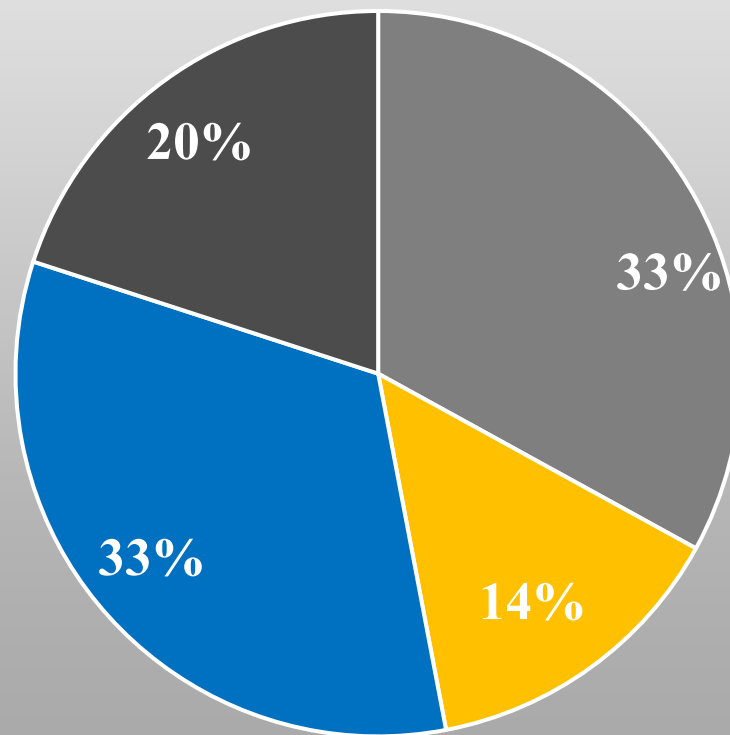
- Yes, it is hard to get an accurate assessment on a Marine when there is nothing to compare them to. RS stated that this is the best I have evaluated, but it only has 1 in the profile.
- Absolutely. This usually drove me to review the RO profile more, and gave more relevance to the Section I & K comments.
- Yes, seasoned profiles are what you want. If profiles are new, where you fall within the new profile matters. If the marine falls in the 80s consistently on multiple underdeveloped profiles, it paints a picture to the board.
- I do consider the profile size.
- Yes. As mentioned previously, they can inadvertently sabotage their own profiles with over-inflated markings right off the bat or when markings and comments don't line up when they have a small profile.
- Yes. If a large profile, the numbers held more weight. If a small profile, the numbers were less important and I focused on the words.
- Yes. The depth of profiles matters and holds more weight when the MROs are graded high or low.
- Yes, but reconciled both, factored in all...



Performance

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

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





Performance

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

- It's problematic. Marines reported on getting enamored with the words in the section I & K. What I saw here, and what I am increasingly seeing on reports, are pretty words and then markings that do not match. The markings matter the most to me, and you can sing their praise all you want, the words don't feed the RV, and the RV is what will sink MRO.
- The comments are discarded.
- Unless the RS/RO specifically pointed out that their numbers did not match up, then I weighed the values heavily since they are typically more accurate, as RS/RO like to use only positive language even when they are marking a Marine average or below average.
- Negatively. Relative values outweighed RS/RO comments. Word pictures don't follow the RS/RO the way the RS/RO profile does.
- I gave the tie to the runner. If the value was better, I considered it; if the comments were better, I took the comments
- One of the worst things an RS can do. The comment holds no weight.
- It made it much more difficult when RS/RO could not manage their profiles. In these cases, Section I & K typically stated to rely on comments more, which I did.
- The report loses credibility, and you have to default more to the objective data in the record.
- The value is skewed, or the profile is immature.
- Neutral (good nor bad) – Depending on overall performance.
- I tend to give more weight to the RO's remarks. The RO's seniority provides a broader perspective, and they can leverage input from the Senior Enlisted Advisor or Senior Enlisted Leader to ensure a more balanced and informed evaluation.



Performance

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

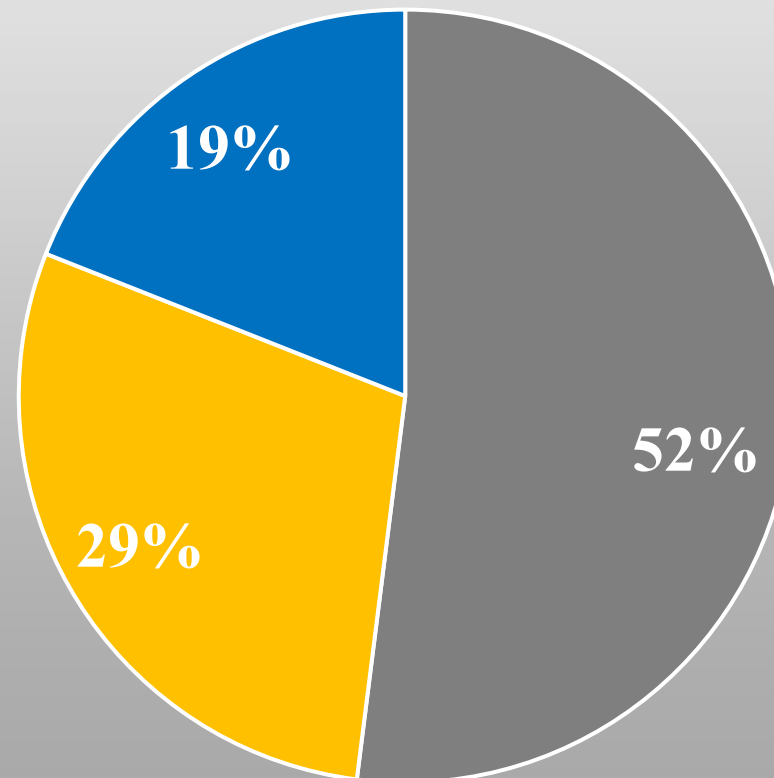
- This made it difficult to make an accurate assumption, as the profile could be skewed or the RS/RO may not be being truthful to the Marine about where they really stand in the profile.
- I placed the blame on the RS/RO, but I also viewed the MRO at fault. This is usually addressed during the counseling between the RS and the MRO.
- Confusing, and adds additional time for Board Members to try and determine an objective overall rating/review of SNM.
- When the RS/RO comments do not match the relative value/comparative assessment, it tells the board that the leadership is not communicating with the MRO. The leadership is preventing the MRO.
- Relative value/comparative assessment takes priority over comments. Comments only matter when the relative value/comparative assessment is in the Higher Third. A large majority of RS/RO have the best Marine that's doing all the hard things. Relative Value/Comparative Assessment matters!
- Negatively viewed. If the Marine isn't performing to expectations, the RS/RO should tell the Marine so they can improve.
- It discounted the value of the report as a standalone evaluation.
- This is a problem. RS's must match the word picture with the attributes. The RO's ranking on the tree is a bit different and depends on where they set their average. RO's section K comments are important.
- Relied on the number values in that case.
- Annoying, again word description and reconciliation of rankings.



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

- Depended on what was in the section I and K comments, as well as how well the comments interacted with the assigned markings. A commander who chose to do a short report for an annual, when they could have done a "Not Observed" and then put the effort into writing a quality report, in many cases meant more to me than longer reports, and is indicative of a leader with high EQ and who spends time getting to know those they lead.
- Yes, longer reports mean more.
- The length did not mean much to me. I focused more on the values and comments.
- No X3.
- If an RS and RO were willing to write comments on a one to two-month report, I would absolutely put it in my brief.
- Yes, the board is looking to highlight those reports that hold long-term consistency, but I can say that 6 months could be enough as an 8999!
- Typically, the length of the report did not affect how I viewed the report.
- Yes, longer reports held more weight, unless they were extremely long, ie, "17 months."
- Yes.
- A longer observation period provided a more consistent and comprehensive picture of the Marine's performance. However, if a Marine received a 3 or 4-month report that was rated at 100 or in the 8 block, I still gave it significant weight, as such a high evaluation in a short timeframe indicated exceptional performance.
- The more time observed was always better than less; however, being a rock star or bottom feeder was not attributed to time, but to more actions during the observed time.



Performance

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

- Yes, this was most telling as a 3-month report gave little impact unless it was the same RS/RO and the value was less than the previous report.
- No, I focused on the quantifiable content of the report regardless of the length of observation time.
- One would think that a 12-month report would be better than a 4-month report; however, the FITREP has to have accomplishments. Fitness report length is not viewed negatively.
- The longer the FitRep, the more value. The most important thing is to get the OBSERVED FitRep! When a marine has consistently performed average to below average, then gets a short observed FitReps with great comments and marking, the report is devalued.
- Yes. Both are observed reports. I want to know how much of an impact the Marine made on the Section/Co/Bn either way.
- At times, yes. Considered with respect to all reports in grade.
- Performance in the reporting period is everything. If there was a noteworthy impact in a short reporting period, it held the same, if not more, impact than a 12-month report. Further, if the RS or RO took the time to make comments on an unobserved report because the performance was impactful, those comments held substantial weight.
- Not really, substance matters....reporting period not too much.



Performance

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

- Depended on the maturity of the profile of the RS and RO. As there are unique requirements of 1stSgts and SgtsMaj, if the RS and/or RO had a mature profile, I would use only theirs, especially for promotion from 1stSgt to SgtMaj since they Lat moved and I want to see them graded against others of their type, model, series. Since the time in grade is now so short in the grade of 1stSgt, you don't get to see it, and thus you have to (in most cases) rely on Cumulative over their entirety in service.
- Total percentages. Sustained performance across multiple ranks is huge.
- In grade for GySgt to 1stSgt. Total for 1stSgt to SgtMaj since most RS/RO did not have robust profiles.
- Total percentages (X2).
- Neither held more reliability, I believe it has to be balanced and can be dependent on the unit and billet.
- In grade, performance outweighed the total percentages.
- In grade(X2).
- In grade. I don't really think total percentages matter. I want to know how you have done in grade. You could be a rock star as a Sergeant or Staff Sergeant and absolutely tank it as a Gunnery Sergeant or First Sergeant.
- This was difficult to determine, as it depended largely on how much observed time the MRO had in grade. If the Marine had limited observation time, I focused more on the overall picture rather than relying solely on the in-grade or total percentages.
- In grade was the most important. Total percentages just gave a better glimpse of sustained performance.



Performance

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

- It depended on the board we were working through. 1stSgt board, I focused more on the overall career to set them up for the right path. This meant character, drive, experience, diversity, impact in those diverse assignments, and focus on the Marines and the organization. SgtMaj board, I focused on what they have done as a 1stSgt to prepare, elevate, and impact. I wanted them to be seeking opportunities to do the most where they were planted. How their growth was measured, and if their performance reached outside their individual fighting holes.
- In grade, when there was an established summary, but occasionally I would review previous grade percentages if an RS/RO did not have a profile for the current grade.
- I relied on in-grade summary over the total percentages when evaluating a Marine's RS/RO summary.
- Total percentages for First Sergeant, in grade for Sergeant Majors. Performing in your MOS matters; if a Marine only has in-grade SDA FitReps, then we have to go deeper into the individual's career summary.
- Both. A Marine could be above average for their career but average or below average in grade. If they are average or below average in grade, it tells me they have plateaued.
- In grade first, then total percentages.
- For selection to 1stSgt, the total percentage held more weight. For selection to SgtMaj, I put more weight on the in-grade percentage.
- Both, equally.
- Total.



Performance

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

- It can be if the RS's and RO's have profiles, since many don't, it can be a nothing burger.
- Yes (X4).
- It is not. Sometimes, the audio doesn't match the visual.
- I think it holds accuracy, but not definite. Provides a good baseline for all packages.
- It is a starting point and is a decent indicator, but outliers exist and should not be viewed as the sole predictor of selection.
- Not necessarily - it doesn't tell the full story. It does serve as a good benchmark or jumping-off point – it frames your mindset as you dig deeper into the record.
- Definitely gives a good site picture of what that Marine is capable of.
- In my experience, the narrative comments from the RS and RO typically carried more weight in our evaluations than the numerical markings or summaries.
- No, many times due to inconsistencies in RS/RO profiles, great reports looked mediocre based on the summary. Different billets typically have top performers assigned to them, so it is easy to look average at first glance.



Performance

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

- No, it was only a starting point. Oftentimes, you would see multiple reports from the same RS/RO with elevation or declination. Without digging into the reports view, the summary would not give much.
- No, I don't think so. It provides a rough snapshot, but there are sometimes major differences for Marines at different grades.
- The RS/RO summary is a good tool to use to measure selections.
- Yes, only the best Marines are selected to E8/E9.
- Sometimes.
- No.
- Yes. The "bow tie" is still a great predictor.
- Absolutely, it is the best predictor.
- It's helpful for sure.



Performance

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

- Yes (x6)
- I do not believe this was a significant factor.
- Yes. This showed they could exceed outside their MOS and that they took on additional leadership, which is what I was looking for in 1stSgt selection.
- Yes, but it wasn't something that I went looking for within the profile.
- Yes. I wanted to read what the GySgt had done in the billet. It certainly helped in my deliberation.
- Yes. I liked seeing if they performed in a billet above their grade.
- Both were a factor. With the numbers the way they are now, it is expected to fill in here and there, but when the Marine is actively serving in the billet, they are seeking promotion to it held more weight to me.
- It gave weight to the report. This wasn't a requirement, but it had weight.
- Being well-rounded, diverse, and having an SDA made Marines more competitive for 1stSgt. Serving as a Company Gunnery Sergeant or acting 1stSgt is positively considered as well for the rank of 1stSgt.



Performance

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

- Yes, do it! Serve as a Company Gunnery Sergeant or acting First Sergeant.
- Yes. Those Marines are the ones who are striving for the next promotion and not waiting for the promotion to do the job of the next rank.
- Impactful billets were a consideration if the Marine had the opportunity to fill one of these roles.
- When an MRO demonstrated they were already excelling in First Sergeant responsibilities, it strongly influenced me to rate them higher for selection.
- Not for me, performance is performance regardless of the billet.
- Absolutely. If MRO has served, or was currently serving, in one of these billets, it indicated a command's belief in the Marine to succeed in that billet. Those who served as a 1st Sgt had higher evaluations by their RS/RO.
- Yes. However, performance in billet is still the most important.



Performance

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

- Yes. If you were MOS incompetent because you purposely let yourself become so, so that you could be looked at for 1stSgt, I didn't find myself obliged to vote for you to become a 1stSgt... Well-rounded matters!
- Yes, we have little choice but to heavily weigh PMOS performance.
- If they were not good at their PMOS, I took that into account to determine if they were just going for 1stSgt to become an E8 or if they actually wanted to be a 1stSgt. If they did well at their PMOS, then I looked for whether they showed success outside their PMOS, such as in leadership roles, to determine how to weight them for selection to 1stSgt.
- Yes, but I focused on their overall performance (B-Billets and within MOS). 8999 is a LATMOVE so the Marine had to show their ability to adapt to new responsibilities.
- Performance matters regardless of billet.
- No, I weighted good performance in any billet(s) over distinguishing between PMOS and other billets.
- Yes. Every Marine should perform to their best ability, no matter what.
- Yes. Whole Marine Concept.
- Given that assignments/orders are based on the needs of the Marine Corps. When evaluating for MRO, I focused on how well the Marine performed in the role they were assigned, regardless of their specific MOS.
- Yes – even though they will LATMOV to 8999, it was important that they were credible in their own MOS.



Performance

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

- Absolutely! If they didn't perform in their MOS, they received low recommendations from me. A 1stSgt performs no matter where they are. It's not about how they can find ways to do 1stSgt or Co. Gunny billets, it's how they perform the duties they are assigned, and look for the extra opportunities to take on more and do more.
- No, SNCO leadership is a constant that is not tied to any specific MOS.
- Yes, performance in their MOS did play a factor in competing for Gunnery Sergeant or 1stSgt. In addition, performance outside of the Marine's MOS contributes to it as well.
- It all mattered.
- 100%. I believe that MOS proficiency is everything, and if you can't do your MOS, it will be difficult to lead Marines by example.
- Yes! You must be competitive in your PMOS. If you can't perform in the MOS you've had many years to master, why would a Promotion Board select you to lateral move into a new MOS?
- They are excelling in their assignments no matter what.
- Yes (x2).
- Yes. Performance is everything.
- Yes, have to be good at your primary job first.



Performance

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

- 50 / 50 on if it swayed me. Some low-density/ high demand MOS are trying to keep their best and brightest (F35, etc.) and need to, so those heavily weighed on if I wanted to take them as 1stSgt's. Many are telling them they aren't cut out to be 1st Sgt, and those weighed heavily on me as well.
- It was seen as negative.
- It did not hold much weight, but I did take it into account.
- If the Marine was stellar from the RS/RO perspective, then I tended to favor the Marine. If the Marine was not stellar, then I tended to favor the RS/RO perspective. A stellar Marine will perform regardless of whether they are a 1Sgt or MSgt.
- I did consider it; however, if the MRO's performance was what I was looking for and was in line with the precepts, I voted accordingly.
- Unless a change from the MROW, because they desired a sooner look, I personally did not put much weight on the statements.
- Sometimes it was viewed as an indicator that a Marine was not actually suited to be a 1stSgt.
- It was viewed as if the RS/RO was telling us they would not be good in the rank chosen by the MRO.
- It made me question if the Marine was the best fit for 1stSgt or should stay in their MOS.
- Not favorable for selection to the rank requested by the MRO.
- I generally gave the Marine the benefit of the doubt if it was an isolated situation. However, if the Marine repeatedly switched back and forth between Master Sergeant and First Sergeant preference, I typically evaluated them lower, as this inconsistency raised concerns about their commitment and suitability for senior leadership roles.



Performance

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

- It was telling about where the observers felt the Marine would better impact the Corps.
- I leaned more on what the RS/RO said as opposed to what the Marine wanted. Marines often don't realize that the things they want are not always what they are best at.
- Personally, I felt those comments hurt Marines who have constantly put "F" on their fitness reports.
- It was viewed negatively, and usually, the promotion board will be heavily influenced by the RS/RO comments and recommendations.
- If the RS/RO recommended the opposite rank with a low average and marking, the board leaned in the direction of the RS/RO. If the average and markings are high, the board leaned in the direction of the MRO. If multiple RS/ROs recommend opposite ranks, the RS/RO gets the vote.
- It didn't help the Marine. The RS/RO comments are always taken into consideration.
- It was considered whether it was a trend.
- Yes, words and recommendations matter. However, it did not change my recommendation if the performance in billet was noteworthy and the MRO exhibited the leadership qualities germane to an 8999.
- Very telling.
- None.



MOS Credibility

How did you view MOS credibility in terms of competitiveness?

- How did you view MOS credibility in terms of competitiveness?
- I think if you were less than adequate in your MOS, you would be the same as a First Sergeant, and I routinely did not vote for them.
- It was somewhat important, but primarily, I looked for career diversity with sustained performance.
- As discussed earlier, I concentrated more on leadership than on MOS credibility for GySgt to 1stSgt and then for 1stSgt to SgtMaj. I focused on both leadership and how they did as a 8999 at the Company and above level.
- MOS credibility was important, but I was more focused on their ability to lead, advise, supervise personnel matters, and handle administrative tasks.
- I viewed MOS credibility.
- It's 100% required.
- Very.
- My assessment was based on how effectively they fulfilled the responsibilities of their current billet, rather than relying solely on MOS credibility.
- MOS credibility was a huge factor to me as it provided me with insight into the effort put into the 8999 MOS to be credible.
- Very high. If you can't do your job, then why do I want to ask you to perform elsewhere when you are not a proven performer where you're planted.



MOS Credibility

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

- Due to the wide variety of MOSs across the board, I personally didn't try to focus too much on the MOS credibility for competitiveness.
- MOS credibility is important and usually keeps the Marine in their MOS.
- MOS credibility is a MUST! The more you avoid your PMOS, the more you lower your percentage of being selected to First Sergeant. SDAs are extremely important, leading Privates through Staff Sergeants every day, and mentoring Lieutenants through Majors is too.
- Bloom where you're planted and exceed expectations.
- For 8999 selections, MOS credibility did not carry much weight. Performance and impacts mattered more than which MOS billets were held.
- It helped some, but wasn't critical.
- Very high.
- Important. High performance is valued in all cases.
- Overall, performance and credibility mean everything. If a Marine hasn't been in their PMOS due to back-to-back SDAs, it paints a picture that they are avoiding the FMF or their PMOS. Doesn't mean they are not worthy of selection; however, I would dig deeper into the Marines' careers and analyze performance in and out of their PMOS.
- It mattered a lot.
- Top 3 factors.



MOS Credibility

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

- It shows that you were focused on being a good Marine and doing what was expected of you. If you didn't make it to your MOS progressive schools, looking to do a 2nd or third SDA or B-Billet instead, I scored as such, as I prepared to vote for you and most of the time didn't vote on the side of that Marine for promotion to 1stSgt.
- Some, but not a huge factor.
- MOS schools did not mean much to me on this board since we were picking 8999s, where the only required "MOS" school is to go for SgtMaj, which is required for everyone.
- Not very impactful.
- Schools will always be impactful, but when selecting 1stSgt/SgtMaj, I was looking at the whole package.
- Very high.
- Very. Provided a strong consideration ISO selection and increased competitiveness.
- These schools indicated that the Marine was committed to continuous professional development and demonstrated a strong educational continuum.
- They held weight as they showed passion and desire to improve knowledge depth and continue to learn.
- Again, if you are not performing in your MOS, then you are not growing where planted. Doing the job and meeting the requirement, including growing in your MOS, means you are seeking self-improvement.
- Only impactful for schools that pertained to the current grade or future grades.



MOS Credibility

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

- MOS progressive schools provided a lot value to this board. It showed that the Marines cared about their career progression.
- MOS progressive schools show you are doing the requirement to progress through you MOS, which is what you're supposed to do. The most important thing is to NOT fail your MOS progressive schools. If you do, go back and pass it.
- It tells me they are continuing to improve.
- Shows desire to learn, leaders are lifelong learners, and it demonstrates care for the MOS and self-growth.
- They added little value when considering a GySgt for selection to 1stSgt.
- Minimal value for 1stSgt or SgtMaj.
- Important. High performance is valued in all cases.
- When a Marine is working to enhance their overall education in/out of their PMOS, it shows they have a growth mindset, which is vitally important for an 8999.
- Not a lot.
- Factor, but not as important.



MOS Credibility

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

- It made a small difference depending on what it was.
- This did not impact my decision-making.
- It played into it, as in most cases, the Marines' command would have sent them to go to those schools based on what the command saw as their future potential, and that mattered to me, as that shows that the unit was executing talent management and using their best and brightest as well as rewarding them. On the other hand, those who tried to do as much PME as they could to pad their stats played into nothing regarding my decision to vote for them.
- If they performed well, it helped tremendously.
- Not much influence.
- Did not have a major direct impact on their competitiveness for selection.
- They held weight as they established other areas of influence during the 8999 tour.
- It helped, but only if it was in line with MOS, Education, and SDA. If it was a pointless add, then it was noise.
- AMOS had a minimum impact on my decision.
- A lot because they are going out and doing more than just their MOS.



MOS Credibility

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

- Considered in accordance with the precept.
- If a Marine obtains AMOS's it shows they go above and beyond by volunteering to be an FFI, MAI, etc. Therefore, making them a more well-rounded leader.
- It depended on the AMOS.
- It did not.
- I heavily weighted those that had AMOS from SDA's and the other MOS's specifically called out in the precept as making Marines high, higher, and highly qualified.
- Did not focus much, unless operating at the schools (CMC, CMT, MAIT).
- Some highly technical MOSs do not provide leadership opportunities. Seek an SDA.
- Greatly because it demonstrated versatility.
- Helpful.
- Very little impact, unless AMOS is related to a successful high-visibility Special Duty Assignment.
- The AMOS had very little influence on the board.



MOS Credibility

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

- Absolutely!
- Yes, diversity was critical.
- For SgtMaj, it mattered, but for selection to 1stSgt, it did not matter much to me.
- Yes. The more MAGTF diverse the Marine was a part of, the more competitive they were.
- Yes! SDAs were important, and I was looking to see where you were in your career. Were you just on Camp Pendleton, or did you have a good spread across your career? (east, west, I&I, Quantico, etc.)
- Yes, shows the ability to grow in any part of the MAGTF, which is required from an 8999.
- Yes. It was mentioned many times that stayed in one area and were successful might not be as successful in another area.
- Yes. Whole Marine concept.
- Because Marines are assigned in accordance with the needs of the Marine Corps and cannot always choose their own billets or locations, my primary focus was on how well the Marines performed in their assigned roles, both past and present, rather than the variety of assignments in their record.
- Performance regardless of assignment.
- Not so much, unless sought out by those assignments due to performance.
- Yes, having Marines that continually show that they get out of their comfort zones to earn experience across the FMF shows diversity and better prepares them with knowledge to become a honed Command Senior Enlisted Leader.



MOS Credibility

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

- Yes. Having a diverse and experienced background made the Marines more competitive in the 1stSgt and SgtMaj promotion board.
- Yes! Well-rounded Marines get promoted. Marines who stay in their MOS their entire career or go back to the same SDA multiple times when they perform low in their PMOS look negative. If you do an SDA, then go back to your MOS, don't go back to SDA until you receive positive marking on your FitReps. It paints the picture that you are only good at SDA things, and you are trying to avoid the complexity of operating within your PMOS.
- Assignment diversity is not guaranteed-- bloom where you are planted. Performance on an SDA is a good indicator of selection. Multiple tours to the same SDA could raise questions.
- Yes.
- Yes. When a Marine is lopsided, it doesn't show any diversity in their career. It really made a difference when looking at the 1stSgts looking at SgtMaj. Don't get stuck in MLG/DIV/WING or even just staying on one coast. For me, it was a negative when a Marine never left the East or West Coast.
- For me, it would help but not necessarily hurt a Marine. I consider the MOS and if the Marine Corps allows Marine diversity in assignments.
- Yes. being a well-rounded Marine with experiences all around the MAGTF/SDA makes for a more competent and competitive Marine.
- Very much, it is imperative to show a diverse set of skills.
- Absolutely, extremely helpful and in my opinion, one of the most important.



Special Duty Assignment

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

- Not on my part.
- No.
- No, I viewed overall performance regardless of if it was FMF, SDA, or Combat. Of note, very few Marines had Combat-marked FitReps even if they served in combat environments.
- No. When assessing promotion to 1stSgt, high performance matters. Especially in leadership billets (Co GySgt, USEL, or leadership billets on an SDA).
- No. Just as long as you completed an SDA. If you were written high on an SDA, yes.
- Equal consideration.
- My main focus was on whether the Marine successfully completed the SDA, given the challenge of those assignments.
- No, to me, I looked for a successful tour as the baseline.
- No, I view them all equally. It's about performance, not assignment.
- I personally viewed FMF or Combat Fitness Reports more favorable in some cases than the SDA reports. I believe I got more of a better snapshot of Marines' performance while performing in their MOS with peers.
- They were all equally considered.



Special Duty Assignment

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

- No, SDA Fitness Reports have the same value as FMF or Combat Fitness Reports. You must perform in all categories.
- No. I looked at all of them the same. There are also two other categories that we looked at, “Highly Qualified-Screenable Billets” and “Highly Qualified-Screenable Billets“, not just SDAs.
- No.
- Yes.
- Equal, but I was more focused on the overall what the RO/RS profiles said about the Marine.
- SDAs were important. I gave you more consideration than someone who did not.
- Not in my perspective, performance is performance.
- Yes, but only by a slim margin. Overall performance, regardless of billet, is the most important.
- Absolutely more than FMF, but not more than combat.
- All three were just as important.



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?)

- It may or may not have made you more competitive in my view, depending on how you did, what your PMOS was, and if B-Billet was "running away" from your low-density high demand job, and how many times you went back to the SDA well to avoid your real job.
- Yes, SDAs were a discriminator.
- SDA weighed heavily for me on this board since we were looking for 1stSgt's and SgtMaj's and Marines' success outside their MOS shows diversity in their record and ability for the Marine Corps to plug them into commands outside their comfort zone.
- SDAs were looked at favorably, and not having one did not matter if you were a high performer. If you were average to above average, then not having an SDA would hurt.
- Having an SDA or screenable billet made a Marine more competitive because it showed willingness to take on challenging assignments and contribute beyond their primary MOS.
- A Marine with average performance on SDAs, in my opinion, was more competitive than those who stayed in the fleet. I would expect a Marine who has been in their MOS for 12 years to be amazing at their job, but a Marine on recruiting, D.I. duty, and MSG to struggle in different environments showed me you can perform outside the walls of a base.
- Considered and briefed, but ultimately, if you perform and grow, it makes no difference. Spending too much time away from the FMF is and can be held against you.
- SDA completion made a Marine more competitive for promotion.
- It showed how they competed against a competitive talent pool, so it helped.
- Extremely. I want to see a Marine succeed outside their MOS.



Special Duty Assignment

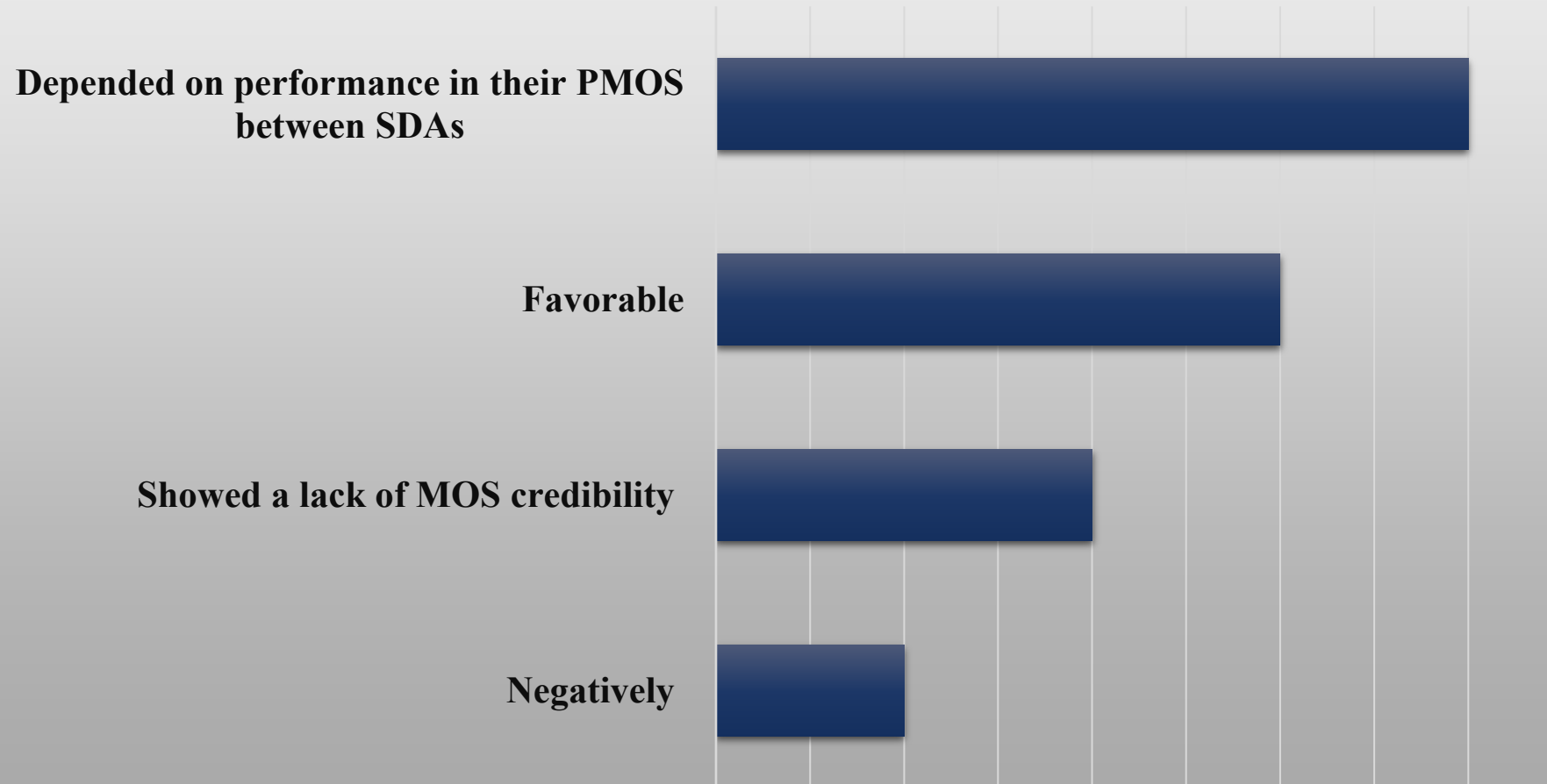
How did having an SDA/Type I/Type II screenable billet affect a Marines competitiveness? (Was a Marine with average performance with an SDA more competitive than a Marine with above average performance and no SDA?) Continued...

- Yes. The RS/RO word picture from the screenable billet assisted in painting the performance picture when the profile didn't always provide a clear understanding of the Marine (Performance / Potential).
- SDA helped set you apart from those in your peer group with the same level of performance.
- It only affected my decision after reviewing the performance. It's a moving target, as some of these assignments are more challenging. If the performance shows the effort and fight, the comments and grades show it. When I saw high performers take on less challenging assignments, it was very telling of the individual's character.
- Having a successful SDA held more weight in competitiveness for me. However, I did take into account that there are some MOS's that are high demand/low density that are not afforded the opportunity to perform an SDA. End of the day, with or without an SDA, SNM will be identified if they are a performer or not.
- They were all equally considered.
- Marines with average performance on SDAs usually had average performance throughout their career. To note, Boards are made up of numerous members who have served on SDAs. We know billets and progression tiers, and billets and progression tiers matter on SDAs.
- It helps, but I do understand that there are some MOS's that don't give up Marines for screenable billets.
- Hard to make that general statement. Both were considered as a part of the whole record.
- I value performance on an SDA/Type I and II billet just as important as performance in the FMF.
- A Marine with SDA was more competitive every time...going on an SDA is very important.
- Yes.



Special Duty Assignment

How were Marines with multiple SDAs viewed?





Special Duty Assignment

How did you view adversity on an SDA?

- Minor stuff on the Drill field played nothing into my decision... really depended on what you did.
- It depended on the type of adversity.
- There is a difference between receiving an average or below average FitRep on an SDA and actual adversity on an SDA. To me, adversity is adversity, so no matter where it happened, it factored negatively in my overall evaluation, but I focused mostly on adversity in my current grade.
- That package would be a '2', not recommended.
- Depending on the seriousness, people make mistakes, and some are not reversible.
- Depended on whether they overcame the adversity. It was typical to see some make mistakes as junior Marines on an SDA. I looked to see if they rebounded and recovered with performance following.
- I viewed all adversity the same. Bad is bad, but there are categories of adversity that carry more weight in negative recommendations. Integrity violations, domestic violence, and DUIs showed massive character flaws.
- Big Red Flag... I viewed each one on a case-by-case basis, but in Grade adversity, I would seriously not consider SNM for promotion.
- Adversity in general was briefed and considered equally.



Special Duty Assignment

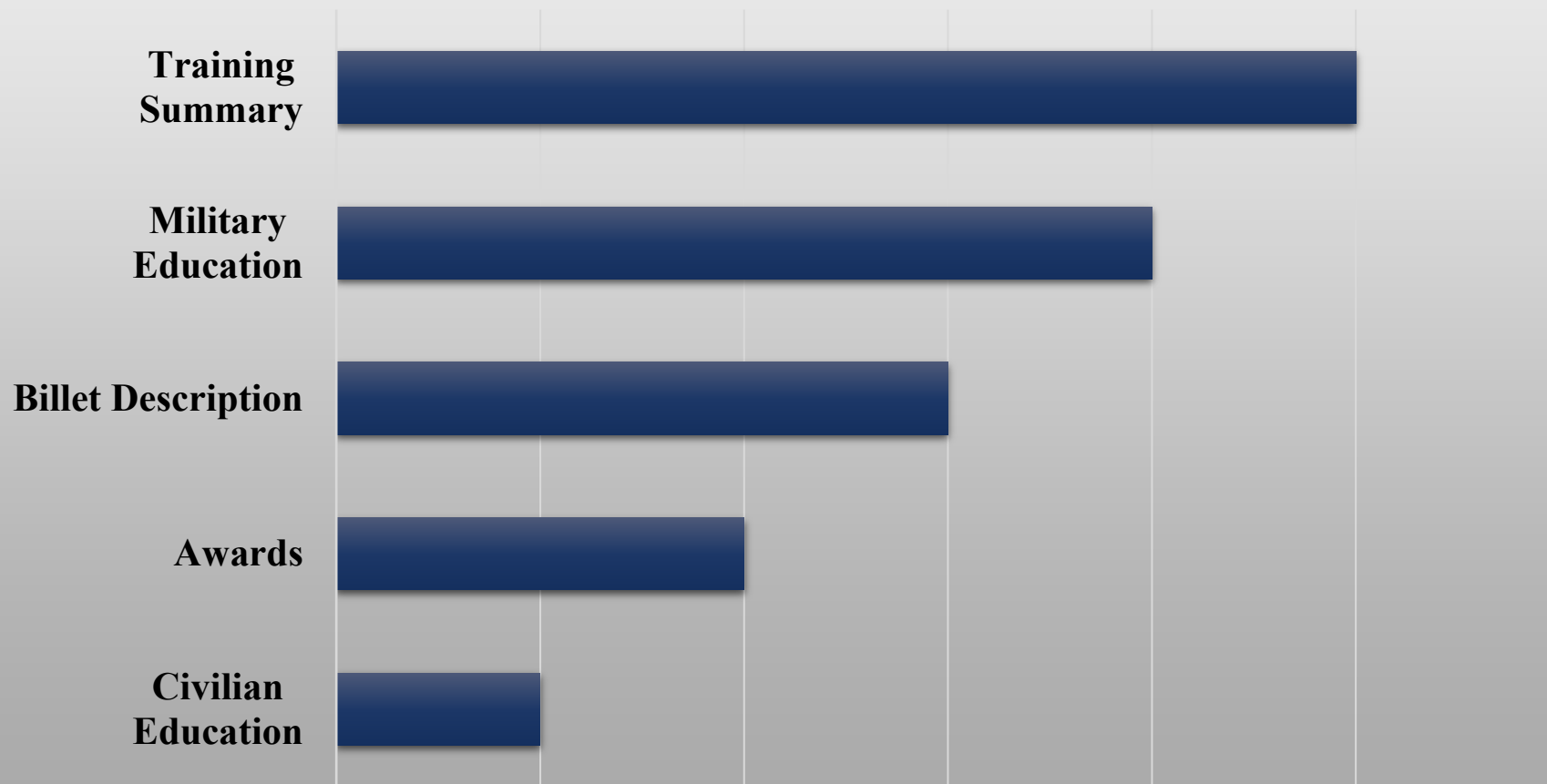
How did you view adversity on an SDA? Continued...

- Adversity on an SDA only mattered if it went against our Core Values and didn't uphold the Integrity of the Institution. For example, cheating to advance ahead of peers, forging documents, or international misconduct are extremely hard to overcome.
- It depends on the reason. Medical reasons weren't a bad thing, but RFC wasn't good.
- Adversity was viewed the same regardless of SDA or FMF.
- Same as any other adversity.
- Not competitive.
- Negatively.
- Depends on the adversity and whether it was in their current grade. If it were solely related to performance and not in grade, then it did not weigh too heavily in my decision.
- Unfavorably - Same as FMF or Combat adversity.
- If in grade, negatively. After that, it depends on the situation.
- If a Marine was RFC'd from an SDA, they were not recommended for promotion.
- It was a strong detractor to the record.
- Situationally dependent. Poor performance, overcome, no impacts.



Training and Education

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

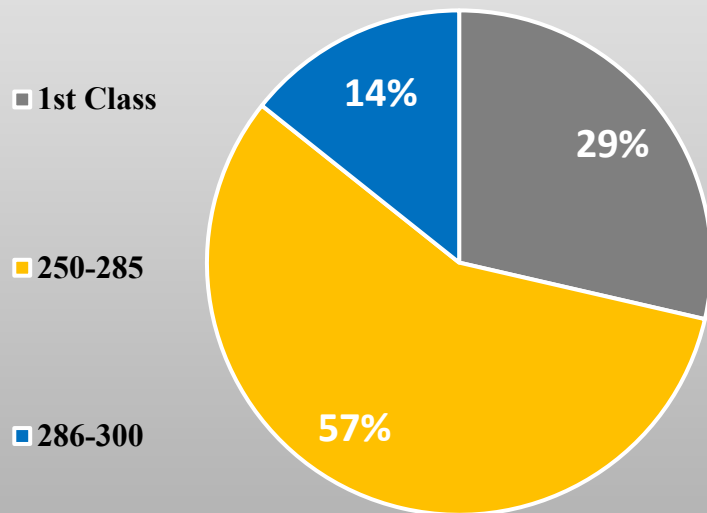




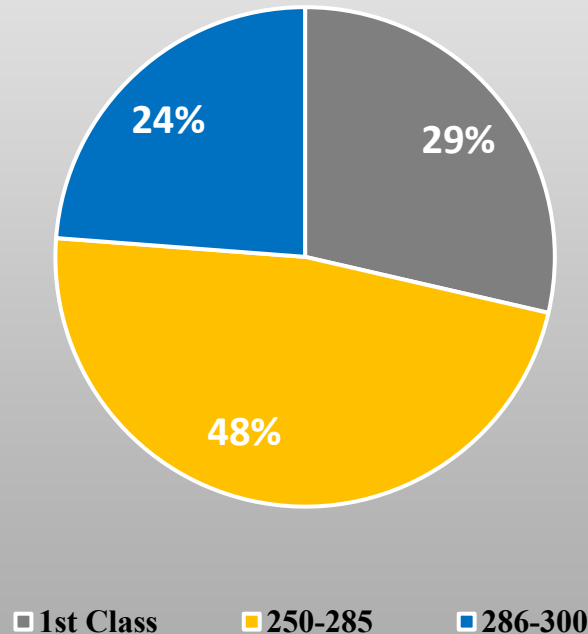
Training and Education

What is a competitive PFT/CFT/MCMAP?

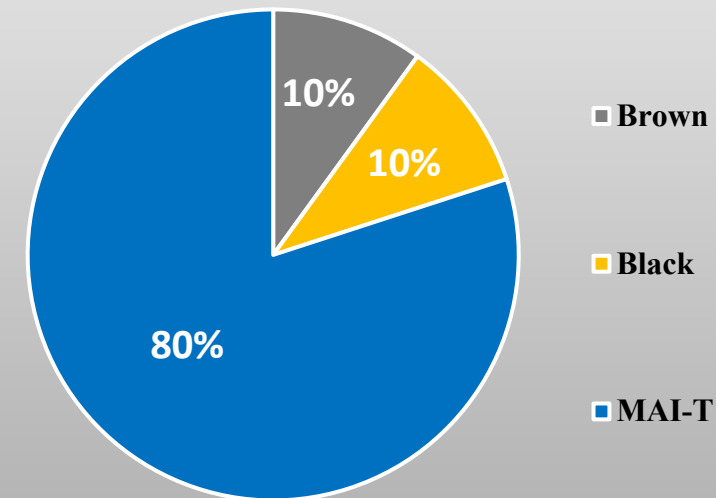
PFT



CFT



MCMAP





Training and Education

Which additional PME held the most weight?

- In my opinion, none of the joint PME stuff matters at all, it's all watered down junk and takes leaders away from their main responsibility of taking care of their Marines.
- Senior Enlisted Joint Professional Military Education I & II.
- Marines are going to school and getting certification, so anything off duty held weight. (aa, ba, usmap, etc).
- None held more than others.
- For GySgts: EJPME I & II, Naval War College PMEs. For 1stSgt: Senior Leader Legal Course.
- SEJPME I/II, any senior leader academy.
- Selected resident schools.
- Anything above the minimum requirement. +1.
- Army Sergeant Major Academy.
- Sister service schools and advanced MOS schools. BS courses that were done just to fill the page are more noise. Relevance matters.



Training and Education

Which additional PME held the most weight? Continued...

- Senior Enlisted Joint Professional Military Education I/II.
- Advance School.
- Nothing in particular stood out for me.
- One course did not weigh more than another; it just looked for any PME outside the required.
- They weighed equally, but the more, the better.
- SJPME 1 and 2, and the Navy War College.
- PME required for promotion - if you didn't have the minimum requirement, you were "passed" immediately.
- SEJPME, Army SgtMaj, Naval War College.
- Senior Enlisted PME (Navy, Air Force, USASMA, or legacy Marine Corps SEPME)
- One that you didn't need.



Training and Education

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

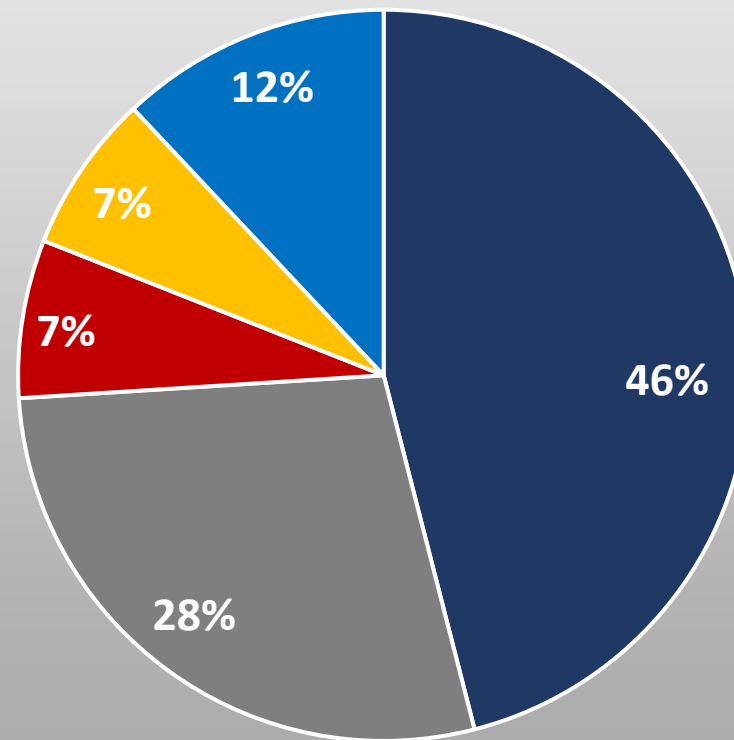
- It showed a continuous desire to improve, so if they got a degree and performed well, I looked at it favorably. If they got a degree but their performance was lacking, I voted as such.
- Yes (x5).
- Yes, but since most Marines had degrees, not as much as most other factors.
- Absolutely. I wanted to see some form of civilian education.
- NO (x2).
- Absolutely, a degree demonstrates by example that an individual is working to better themselves and can now preach what they act on to the junior Marines. We need Marines to make off-duty educational activities a norm.
- It was additive as long as all PME was completed, and the Marine's performance was high. More of a tiebreaker.
- It helped.
- Yes, it demonstrated commitment to self-improvement, provided that performance remained strong.
- It was always welcomed. Self-improvement was a big deal.
- YES, anything for self-development and to set you apart from your peer group shows growth and investment to the Marine and the institution.
- Having a college degree did affect a Marine's competitiveness.
- Performing at your PMOS/AMOS is more important than a college degree. I valued Military PME and Training over College Degrees.
- Yes, but more so if it was completed after the required PME and if completed in grade, it looked better.
- Yes. Showed a growth mindset to improve themselves personally as well as professionally.
- Slightly.



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

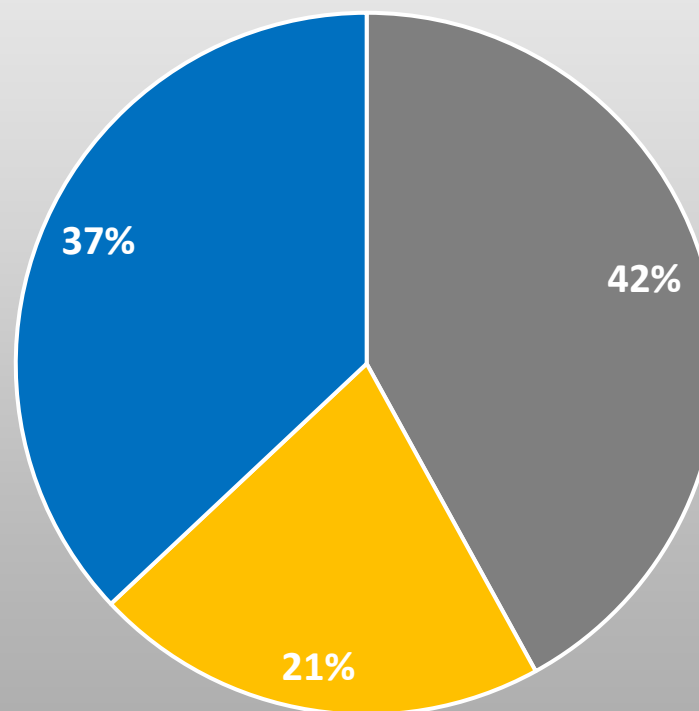




Adversity

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?

- Legal paperwork, i.e., NJP docs, 6105's awards, etc. Entry docs and contract stuff were of no value.
- Fitness Reports.
- The OMPF only helped when I was looking for 6105s, NJPs, or other negative administrative/legal documents. The rest of the documents did not matter to me.
- Civilian education certs, Personal award Citations.
- Any board correspondence that helps provide clarification to anything that might not be consistent in your record.
- Fitness Reports, then personal award documents.
- Fitreps and Awards.
- The awards documents and the service record.
- Service Record was very helpful.
- Fitness Reports, School Certs.
- Fitness Reports, Comm/Derog Folder.



Board Preparation

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

- Board Correspondence. Have someone read your record and ask questions. If they have questions, then so will the board.
- FitReps and awards.
- A letter to the board always helps explain anything in the Marine's record that was considered questionable.
- Service Record for any previous Misconduct, all Fitness Reports, Personal Awards, and Civilian Education.
- FitReps and records that were organized by time. Marines must make an effort to help the briefer help them by working on their records and keeping them clean and organized.
- Pg11/6105 in Grade was the first thing I looked for, then military & civilian education, and then awards. It held more weight in my recommendation if they were in Grade.
- FitReps.
- School Certs/Civilian education /Personal award documents.
- All good, relied on all.



Board Preparation

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

- Absolutely! The Marine Corps is better than our sister services, but we are fat compared to how we used to be. This is not Marine-like, and to think that someone who is 60 lbs above their max (we saw one) is actually within standards is nuts. Commanders and Sergeants Majors are responsible for the accuracy of what is on FITREPs and is loaded in the system, and if it is inaccurate and it is discovered as such, they should be held accountable. We need pictures back so that we can see what the Marine looks like in Charlie's, as my gut tells me there are a lot that had they been weighed and taped by the boardroom's eyeballs as they once were, would not be selected.
- Only needed if there were questions regarding height/weight.
- Since there were no photos, I did not concentrate on trying to determine appearance. I simply looked to see if they were in standards, and if they were, I moved on. If they were not, it negatively affected their record.
- Photo needed for anyone who tapes! Marines who were taped had Heights that were all over the place. Some reports said they were 61 inches and then 62 inches on the next, and then 63. Recommend including pictures.
- No.
- Absolutely! We need pictures ASAP. I have served on a board with pictures, and it makes the difference needed whenever there is a question with the marked weights.
- Without a photo, it was difficult to assess military appearance for Marines requiring BF%. RS/RO comments addressing this directly were helpful.
- Yes, but I had to base it on Ht/Wt and PFT/CFT history (~5 years). If they grew in height, that was also a red flag.
- Unequivocally yes. Plenty of concerns with Marines who were overweight but made tape.
- Yes, I had to rely on the RS/RO word picture or directed comment to assess the Marine.
- I looked for trends like height or weight changes in the fitness reports, as well as descriptive comments from the RS and RO about the Marine's appearance.



Board Preparation

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

- I evaluated appearance based of HT/WT.
- Very important. There were so many questionable HT/WT's in the system, and massive differences between FITREPS that a picture would be very helpful.
- Yes, bring back Board Photos. There were a few Marines who had multiple ranks ranging from E6 to E8.
- Military appearance is extremely important. We used the Marines' height and weight located in their FITREPS to determine accurate and consistent height and weight standards reporting.
- I was unable to verify the Marine's appearance. If anything, no photo in the OMPF left the board members in an unknown state. Especially when the Marines' FitReps reflect constant change. (Different Heights on multipled FitReps, and weight changing 10-30 pounds every report) Bring PHOTOS Back! After being a Board Member, the Marine's photo helps more than hurts the individual.
- It was amazing when a Marine all of a sudden grew 1-2 inches after a promotion, as well as their weight. When a Marine's height increased, we took extra time to look at all of their fitness reports. That could potentially have a negative impact on the Marine when we had to scrutinize their HT/WT.
- Made inferences from height and weight numbers if something stood out.
- Military appearance is vitally important. Photos are necessary when there are Ht/Wt discrepancies throughout a Marine's career. Without photos, it was more challenging to access military appearance unless annotated by the RS/RO in the fitness reports.
- We need photos back in the promotion board. It seems like 20% of the population had curious height/weight combos, with several dozen whose height changed (got taller) in the last few years. I sure wish I could grow an inch or two taller at this age!!
- Yes, bring back photos. Hard to tell if someone is jacked or a doughnut...sometimes.



Board Preparation

Why were letters of any kind beneficial?

- Most were not. If you want to write a letter outside of explaining something legit, or getting something added to your record that was missing, you are just making excuses, and I took very little of it into consideration. Emoting letters of rec from others often takes away from the time we have to actually brief our record, since we have to address what is submitted to the board by MRO.
- To explain unusual circumstances.
- I found letters that explained anomalies in the record beneficial. Most letters were beneficial and I will always recommend that a Marine write one if they think there will be any questions in part of their record for the board members.
- They were only beneficial when something in their record was unclear. For example, a letter from their RS or RO clarifying that the Marine is a power lifter and he is physically fit would help when the Marine is 30+ pounds out of regulations.
- Letters help clarify anything that may be skewed in your record!
- To clear any information that is unclear in the record. Medicine is the biggest one.
- Only letters of clarification were helpful for situations that were not self-evident. Letters of recommendation added no value at all and took away time from the Marine's brief.
- They are only helpful if they explain anomalies or omissions in their record.
- To explain low PFT scores due to pregnancy or explain something that is still being corrected in the record.
- Very helpful for the briefer to fully understand or clarify any anomalies within the record the Marine would like to note.



Board Preparation

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

- They helped clarify any discrepancies and provided additional context about the Marine's record.
- They were only a benefit if they provided context to something that otherwise would have been missed or potentially not taken into consideration.
- It gave explanations or a better understanding behind questionable issues.
- Gave perspective to any questionable material or circumstances.
- Letters to the board explained questionable data located in the Marine's OMPF or Fitrep.
- Most letters did not add value. Only submit a letter to the board to address a discrepancy within your record.
- Letters provided context for things we see in their board material. If there isn't an explanation, then I was more likely to lean towards a lower score on that Marine.
- Letters were helpful to explain medical issues that affect PFT/CFT scores.
- Only letters clarifying a discrepancy were meaningful. Letters of recommendation did not provide value.
- Rarely, not a fan of letters to the board.
- Not really.



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?

- Not really, most of the letters sent in actually drew attention to things in the record that were easily understandable.
- Yes, explaining why their height fluctuated between their FitReps or over their career, since without photos, it makes the board believe they are hiding something if they do not explain how they grew 1 - 2 inches every time their weight went up.
- Yes, PFT/CFT scores, any injuries that could have potentially caused a change that isn't consistent in your record.
- Knowing the gravity of the injuries could clarify, because when you see multiple MEDICAL waivers or partials that do not have an explanation, it forces us to make the decision. For me, it mostly drives me to the negative side of scoring.
- Clarification on partial PFT/CFT reasoning, or extended NMED status, is helpful. Clarification and/or context on legal situations, or adversity, could be helpful (Depending on the nature).
- Drops in RS or RO Markings. Partial / NMED PFTs/CFTs. Changes in height.
- HT/WT inconsistencies over multiple reports.
- Yes, it helped clarify issues such as partial PFTs and disciplinary issues.
- Yes, sometimes it would have been helpful to have clarification of why a sudden shift in the Fitrep assessment occurred if there were extenuating circumstances.
- Yes, Missing documents that the MBS showed but were not in the record. Missing PME certs, and if the Marine attempted to go on SDA but was denied.



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...

- Multiple heights throughout their career, i.e., height ranges between 69"-72" for one Marine within a 6-year period.
- Any time Marines have adverse FITREPs or 6105s, Marines must write to the board. It shows that one cares about getting promoted.
- Yes, medical conditions that are creating anomalies.
- Yes, numerous non-observed FitReps that are back-to-back, numerous partial PFTs/CFTs through your record, constant changes in Height & Weight, and a lack of MOS credibility need to be clarified by the Marine.
- Letters explaining why a PFT/CFT was a partial helped a lot, because it was not always explained by the RS/RO on a fitness report. Letters of recommendation helped only if the Marine was also showing self-improvement after adversity. A letter to the board that didn't include owning up to an NJP or Pg11/6105 did not help. For the 1stSgt Redesignation Board, it was very helpful when the Marine had Letters of Recommendation to advocate for them, besides just required endorsements from their chain of command.
- Tours that were cut short or medical considerations for PFT/CFT.
- Yes. How a Marine grew an inch or two throughout their career. Also, explaining a drop in PFT/CFT due to injury was helpful.
- No.
- Anything that could cause the board member to speculate...SNM owns that!



Board Preparation

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

- Ensure your annual requirements are complete prior to the board. Ensure the accuracy of what is put in MCTFs. Groom your record at least once a year for accuracy of what is in your book.
- Control what you can control. If your peers have it, then you should have it. Look for ways to make your book stand out.
- Make sure your record is fully up to date at least 30 days before the board to include PFT/CFT and other training, and submit a letter if you think the board will have any questions about your record.
- Performance, performance, performance, INDOPACOM, SDA, Civilian education. For the RS/RO, the word picture needs to match your RS/RO profile.
- Record scurb, remove any duplicates, unnecessary marine net certificates, and ensure any board correspondence is submitted promptly.
- Your performance trumps everything else. Be the highest performing person in your current billet. Seek leadership billets and perform in those. Do an SDA, but don't overdo it. Once is usually enough.
- Make sure your record is up to date to include your MBS. Don't leave the briefer to doubt anything.
- Carefully review your record for inconsistencies. Complete all required PME. Consider submitting a letter to clarify any adversity, ambiguity, or special circumstances in your record.



Board Preparation

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

- Prepare your MBS. If it is not on the MBS, there is no guarantee that a briefer will find/understand the importance / and brief. Put more effort into your current position and ensure the evaluation period is the best it can be, rather than filling the rest of the MBS with accolades. No matter how many courses, etc, you do, it will never outweigh the performance.
- Clean your damn records. Ensure it's comprehensive and easy to read. Ensure the certs are in there for the schools you have completed, and you have your trash in order.
- 1: DO PME. 2: Update your OMPF (awards/certs/letters to the board).
- Review your MBS, FITREP, and military records and fix all your discrepancies. Write to the board if you find anything that one can find conflicting or questionable.
- Perform in your current role and billet. If you do not have MOS credibility, work with HQMC to be assigned somewhere to allow you to demonstrate your knowledge within your MOS. Avoid doing the same SDA; board members are aware that doing the same SDA twice is easier than challenging yourself with a different SDA. Lastly, declutter your OMPF. Those BFT/Combat Hunter certificates or Leading Marines MarineNet certificates as a Lance Corporal aren't getting you promoted to First Sergeant or Sergeant Major.
- Look at your OMPF. Don't "grow" an inch and think the board won't notice. If you want to get promoted, don't do just the bare minimum.
- Clean up your record/OMPF! You own the top of your MBS; ensure accuracy. Perform, no matter the billet.



Board Preparation

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

- A few board member reflections to consider: Performance matters, grow where you are planted! A diverse career shows breadth of one's ability across the MAGTF and SE; get out of your comfort zone if you want to be an 8999; if you grew up in the ACE, go to the GCE or LCE while a SSgt or GySgt; go to an SDA; SDA matters a lot! Shows breadth of one's ability; those who completed an SDA were identified as the “highest qualified” in precept and were treated as such in the board; if you did well on SDA, you were almost a shoo-in for selection; if you did not complete an SDA, your record had to be VERY strong. Lack of SDA was not a showstopper, but meant to be competitive, the record needed to be a very strong bowtie profile. Speaking of a showstopper, a change in height was perceived as a fat Marine, period. When competing for 8999, having a decent 1st class PFT/CFT was a must. Adversity in grade not briefed; if more than 5 or so years ago, did not even matter. Adversity in grade was a showstopper. PME incomplete was briefed as just that and as a ‘1’. For the SgtMaj board, performance as a 1stSgt mattered a lot; being in shape (high PFT/CFT) mattered too.
- Review the MOS manual for the ranks you are evaluating.
- Seek counsel from someone of that grade to help prepare your package.
- Clear records that show updated material and the most updated scores possible.
- Control what you control, section A, PFT/CFT/HT/WT etc.



Board Preparation

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

- Verifying height and weight (x3)
- PME (x4).
- PME and height and weight verification.
- Across the board, HT/WT is not being consistent.
- Officers and their writing. Marines should care what is being written about them, and it is their responsibility to be aware of what is being submitted.
- Growing height throughout a Marine's career, as their weight increases.
- Ht/Wt or Fitness Test scores. You can't rely solely on FitReps, and only having the most recent score wasn't completely helpful.
- HT/WT fluctuates throughout the career.
- Training.
- Height and weight inconsistencies in fitness reports.
- PME Incomplete.
- Height and Weight. Non PME.
- No common discrepancy, Marines need to declutter their OMPF.
- Marines who didn't complete the required PME! The easiest thing you can do, and yet a lot of Marines were missing PME.
- Ht/Wt discrepancies. When a Marine grows both in weight and specifically height throughout their career.



Board Preparation

During the re-designation board process, what were the key factors that influenced a Marine's selection to be redesignated into the 8999 community?

- Quality of record, physical fitness, and what your record said to the board. The letters of rec that were sent in with the package meant little, outside of the Marines' letter to the board on why they wanted to redesignate.
- Performance, career diversity, strong recommendations/letters of recommendation.
- If they had put "F" on previous reports, if they had shown success outside their MOS, and demonstrated leadership, not just MOS proficiency.
- Performance and whether you were looked at by previous 8999 boards. If you were previously looked at and passed, then you should be allowed to apply.
- If the marine was in accordance with the precepts and his/her record aligned with that, that was the biggest influence for me.
- I believe the baseline was understood after briefing 500 Gunnery Sergeants to the rank of 1stSgt, the redesignated Marines either had a comparable record or not. You have to be at the top of your MOS to compete in the 8999 board.
- Had the Marine desired to be a 1stSgt before, as indicated by marking "F" on their FitReps and also filling leadership billets as a GySgt. Performance in those billets was important.
- If they were selected for MSgt in the BZ, but had marked F on their reports.
- Billets or SDAs they held. Letter of recommendations from senior Marines.
- Competitive RS/RO profiles.
- If they had not previously been screened for first sergeant and were performing well as GySgts, I often graded them favorably.



Board Preparation

During the re-designation board process, what were the key factors that influenced a Marine's selection to be redesignated into the 8999 community? Continued...

- I looked to see if the Marine was ever on a previous 8999 board. I also looked to see how they stacked up against the current population pool. This gave me an understanding of 1. if they were previously boarded against their peers and not selected, that held weight. 2 I graded them on the same profile as I did the current population pool to see where they ranked amongst the current selectees.
- If they never had the opportunity to compete for 1stSgt because they were selected to MSgt out of the below Zone. In addition, if they had always put MSgt and now wanted to redesign, I looked unfavorably on this.
- Consistency of putting 'F' in their FitReps, and RS/RO comments more aligned with performance as a CSEL.
- If the Marine previously selected "F" on their GySgt's Fitreps.
- Did they perform as a Staff Sergeant and Gunnery Sergeant? Would they have gotten selected on this year's First Sergeant Selection Board or last year's First Sergeant Selection Promotion Board, and if they put "F" or "M" on any previous Fitness Reports?
- Letters of recommendation. Some MSGTs went ahead and completed the 1stSgt Leadership Course.
- The most competitive were those who were selected MSgt prior to having a chance to be evaluated as 1stSgts, even though they desired 1stSgt.
- Leadership attributes spoken through the section I & K comments, as well as if they selected "F" on their FitReps consistently.
- For those who were deep selected to MSgt and never were afforded the opportunity to screen for 1stSgt (3 or 4 pckgs), they were viewed as 'first look'. For MSGTs looking to transition after failing to select to 1stSgt on the previous board, their record had to be better than those we just finished selecting to 1stSgt, with a premium on the last two years of performance, height/weight, and PFT/CFT scores.



Board Preparation

Did separating the selection boards add value to the selection process? If so, can you provide examples of how it benefited or did not benefit Marines being selected for promotion within the 8999 community?

- Absolutely. Never understood why every other Lat move MOS has a board of their experts pick who is allowed to LAT move into it, except the one that LAT moves its entire population in at E8, and then places them next to commanders for the rest of their careers. I was also shocked to see the talent pool for First Sergeant and just how poor it is. It is probably time to start expanding the pool. It shouldn't matter to the service what the Marine wants to be, and thus puts on their FITREP (F or M). The service should look at all folks that are in a declared zone and take the best and most fully qualified regardless of what is put into block 8h by the Marine.
- Yes, it allowed the board to focus on a particular career track. Additionally, stacking the board with Commanders and Sergeants Major significantly aided the selection process.
- I think it was extremely beneficial to separate these boards. It allowed the 8999 board to focus more on demonstrated success outside MOS and the Marines' ability to act as an overall advisor to the commander not a subject matter expert to the commander.
- Yes. allowed to really dial in and focus on what the population needs.
- I do believe it is better, and I recommend we keep it separated. The majority of the room had operated in the billets we chose, and it made it easier to choose the best.
- Separating the boards and staffing the board members with SMEs in that area (8999 vs other MOSs) was extremely beneficial and led to a better assessment of future performance. Sustain!
- Yes, it allowed us to focus on a particular type/quality of MRO.



Board Preparation

Did separating the selection boards add value to the selection process? If so, can you provide examples of how it benefited or did not benefit Marines being selected for promotion within the 8999 community? Continued...

- Not sure (x2).
- As a Sergeant Major with experience as both a 1stSgt and SgtMaj, the separate boards allowed senior leaders to focus on the specific qualities vital for 1stSgt and SgtMaj roles, while Master Gunnery Sergeants could concentrate on MOS expertise. This approach ensured Marines were evaluated by leaders who understood their unique career paths and responsibilities, resulting in more relevant and informed selections for the 8999 community.
- Separating the boards makes the most sense. It is predominantly the community selecting those who are coming into the same MOS and have a thorough understanding of the MOS requirements.
- I do not know what it was like before, but it did help to just focus on promoting Marines to 8999 instead of 8999 and MSgt.
- Yes. By doing the 1stSgt board and then the redes board, we had the ability to know what we were looking for more easily. Then, following it up with the SgtMaj board made it that much easier.
- I feel that the order should be: 1st 1stSgt board, 2nd redesignation board, 3d SgtMaj board.
- Separating the promotion board did add value. Promotion board members can be more proficient and thorough in selecting Marines for the 8999 community.



Board Preparation

Did separating the selection boards add value to the selection process? If so, can you provide examples of how it benefited or did not benefit Marines being selected for promotion within the 8999 community? Continued...

- Separating the promotion board was the best decision when it comes to selecting E8s. Whoever came up with that idea deserves a NAM! It allowed board members to prepare, brief, vote, and discuss a set item. It allowed focus and management within the boardroom. I know it's a hard ask, but try to keep the Master Gunnery Sergeants in the room. If someone wants another NAM, decide to put Sergeant Majors in the Master Sergeant/Master Gunnery Sergeant selection room. But you must keep it separate!
- Yes, I think focusing on just 8999 was the best thing to do because “board fatigue” is a real thing. It’s exhausting, and one can become complacent the longer the board is.
- Unknown. No perspective from/on past boards.
- I believe having a pure 8999 board allowed for a strict focus by the board members on what we need/look for in our 8999s without having to shift focus/needs of other MOSs.
- Best order for the board is to conduct the 1stSgt selections in total first, then conduct the redesignation board. Doing so allows the board to get used to preparing packages, and more importantly, arrive at a “going rate” for selecting first sergeants. More than half of our board was comprised of first-time board members who benefited tremendously from cycling through the GySgt packages before getting to the redesignation packages. Keep the SgtMaj selections as the last portion of the board.
- Absolutely.



Executive Summary

The following slides present a concise executive summary of the most recent 1stSgt and SgtMaj Selection Board survey. They highlight key trends, recurring themes, and performance gaps identified by board members. This summary also provides recommended actions to strengthen your preparation, performance, and overall competitiveness for future selection boards. All insights reflect the perspectives and personal opinions of the board members who served on the FY26 1stSgt and SgtMaj Selection Board



Executive Summary

Top Trends

- **Performance as the Primary Factor:** Consistent, high performance in current billets and leadership roles is the most critical determinant for selection. Marines who excel in their assigned roles and demonstrate leadership potential are highly competitive.
- **SDA Completion:** Special Duty Assignments (SDAs) significantly enhance competitiveness, showcasing a Marine's ability to perform outside their PMOS and adapt to diverse environments.
- **Diversity in Assignments:** A well-rounded career across different MAGTF elements (MLG, Division, Wing, SDA) is highly valued, as it demonstrates versatility and adaptability.
- **PME Completion:** Completing the required PME is essential for competitiveness. PME incomplete status is a major detractor and results in immediate disqualification.



Executive Summary

Key Insights

- **Relative Value vs. Comments:** Relative value is often prioritized over RS/RO comments, especially when profiles are mature. However, comments in Sections I & K are impactful when they align with relative values and provide a clear, genuine picture of the Marine's performance and potential.
- **Adversity:** Adversity in grade significantly reduces competitiveness, especially for violations of UCMJ, adverse FITREPs, or NJPs. Marines who overcome adversity and show upward trends in performance are viewed more favorably.
- **Height/Weight Discrepancies:** Inconsistent height and weight data across fitness reports raise concerns about military appearance and credibility. Board members strongly advocate for the return of photos to address these discrepancies.



Executive Summary

Common Gaps

- **Incomplete PME:** A recurring issue that negatively impacts selection chances.
- **Inconsistent Records:** Discrepancies in height/weight, missing documents, and unexplained anomalies in records often lead to negative evaluations.
- **Lack of SDA or Assignment Diversity:** Marines without SDAs or diverse assignments are less competitive unless their performance is exceptionally strong.
- **Unclear RS/RO Comments:** Generic or mismatched comments and markings detract from a Marine's competitiveness.



Executive Summary

Recommended Actions

- **Prioritize Performance:** Focus on excelling in current billets and leadership roles. Seek opportunities to take on challenging assignments and demonstrate impact.
- **Complete PME:** Ensure all required in-grade PME is completed before the board. Being PME complete is a must for selection.
- **Maintain Accurate Records:** Regularly review and update OMPF and MBS to ensure accuracy Via O-RMA. Address discrepancies, such as height/weight changes, missing documents, or unexplained anomalies, through letters to the board.
- **Seek SDA and Diverse Assignments:** Pursue SDAs and assignments across different MAGTF elements to demonstrate versatility and leadership outside PMOS.
- **Enhance RS/RO Comments:** Ensure RS/RO comments in Section I & K are clear, genuine, and aligned with relative values. Recommendations should be specific and impactful, avoiding generic language.
- **Address Adversity:** Submit letters to the board to clarify the nature of adversity and demonstrate accountability and improvement.
- **Focus on Physical Fitness:** Maintain competitive PFT/CFT scores and consistent height/weight standards. Board members emphasize the importance of military appearance and physical fitness.

Point of Contact

Contact the Career Analysts today to receive
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