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MARINE CORPS ORDER 1610.7A

From: Commandant of the Marine Corps
To: Distribution List

Subj: PERFORMANCE EVALUATION SYSTEM (SHORT TITLE: PES)

Ref: (a) U.S. Navy Regulations, 1990
(b) Marine Corps Manual W/CH 1-3
(c) SECNAV M-5210.1
(d) 5 U.S.C. 552a
(e) SECNAV 5211.5E
(f) MCO 5215.1K
(g) MCO 1500.61
(h) Manual for Courts-Martial, 2016 Edition
(i) MCO 5300.17
(j) MCO 1000.6
(k) MCO 1754.11
(l) On-line Manpower Codes Lookup Guide (NOTAL)
(m) MCO P1070.12K W/CH 1
(n) SECNAVINST 1650.1H
(o) MCO P1400.32D W/CH 1-2
(p) MCO 3574.2L
(q) MCO 6100.13 W/CH 2
(r) MCO 6110.3A
(s) MCO 1200.18
(t) DoD Instruction 1300.19
(u) MCO 3500.27C
(v) MCO 1553.4B
(w) SECNAV M-5510.30
(x) Fiscal Year 2014 National Defense Authorization Act
(y) MCO P5800.16A W/CH 1-7
(z) MCO P1510.94 W/CH 1
(aa) MCO 1650.19J W/CH 1

Encl: (1) Performance Evaluation System Order

1. Situation. This Order revises the policies, procedures, and standards for the operation and maintenance of the Marine Corps Performance Evaluation System (PES) in accordance with the references (a) through (aa), and the submission of fitness reports for Marines in the rank of sergeant through major general as required by article 1129 of reference (a) and paragraph 2500.3 of reference (b).

2. Cancellation. MCO 1610.7.

3. Mission. To notify all on the distribution list of the modification of Marine Corps Order (MCO) 1610.7, and publish revisions and innovations to the PES.

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. This Order replaces MCO 1610.7 in accordance with the Commandant of the Marine Corps (CMC) directive.

(2) Concept of Operations. The fitness report provides the primary means for evaluating a Marine's performance to support the Commandant's efforts to select the best qualified personnel for promotion, career designation, retention, resident schooling, command, and duty assignments. The completion of fitness reports is a critical leadership responsibility. Inherent in this duty is the commitment of our commanders and all reporting officials to ensure the integrity of the system by giving close attention to accurate marking, narrative assessment, and timely reporting. Every commander and reporting official must ensure the scrupulous maintenance of the PES. Inaccurate evaluations only serve to dilute the actual value of each report.

b. Subordinate Element Missions. Commanders and officers-in-charge (OICs) must ensure that all reporting officials and Marines (sergeants and above) under their charge are well versed in the spirit and intent of this Order.

c. Coordinating Instructions. Submit all recommendations concerning this Order to the CMC, Manpower Management Records and Performance Branch (MMRP-30) via the appropriate chain of command.

d. Summary of Changes. This revision is a substantial change to the entire Order. The major modifications to this Order are as follows:

(1) Give reporting officials who are required to write Reserve Training (RT) fitness reports the ability to write not observed (N/O) reports, when appropriate.

(2) Expand the 31-day required minimum observation requirement on Lieutenants to include all reporting occasions, vice just the semi-annual occasion.

(3) Clarify "meaningful personal contact" as it relates to the minimum observation requirement policy exception.

(4) Remove the requirement to write observed fitness reports on company grade officers who have not completed their primary Military Occupational Specialty (PMOS) school.

(5) Clarify the required information when capturing an alcohol-related incident in a fitness report.

(6) Clarify command responsibilities following an Incident Determination Committee's positive determination.

(7) The modification of SgtMaj, MGySgt, CW05, and Col fitness reports to include additional topics.

(8) Remove the reporting requirement for Marines in the postpartum stage of pregnancy to provide weight and body fat measurements.

(9) Add directed comments for Marines who are exempt from body fat standards due to their high physical fitness test (PFT) and combat fitness test (CFT) scores.

(10) Expound upon the use and development of a marking philosophy.

(11) Clarify what type of joint experience qualifies a fitness report to be marked as a joint report.

(12) Define what "factual basis" is as it pertains to adverse material.

(13) Add clarification to the different reporting requirements for relief for causes due to conduct related adversity and performance related adversity.

(14) Change the Body Composition Program (BCP) reporting requirement from every reporting occasion while assigned to BCP, to only the reporting periods that the Marine Reported On (MRO) was assigned, extended, or reassigned to the BCP.

(15) Add a process that gives third officer sighters the ability to halt the submission of adverse fitness reports with unsupported adversity.

(16) Clarify the process for correcting fitness reports following a set aside/disapproved grade reduction.

(17) Make clear the purpose of relative value.

(18) Add requirement for commands to obtain reports from the MMRP Tab website tools on A-PES and to maintain the reports.

(19) Add an appendix to explain the Reporting Senior/Reviewing Officer (RS/RO) summary.

5. Administration and Logistics

a. This Order is published electronically and can be accessed on-line via the Marine Corps Electronic Library (MCPEL) at:
<http://www.marines.mil/News/Publications/ELECTRONICLIBRARY.aspx>.

b. For commands without access to the Internet, hard copy and CD-ROM versions of Marine Corps directives can be obtained through Marine Corps Publications Distribution System.

c. Records created as a result of this Order shall be managed according to National Archives and Records Administration-approved dispositions per reference (c) to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium.

d. Privacy Act. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The DON recognizes that the privacy of an individual is a personal and fundamental right that shall be respected and protected. The DON's need to collect, use, maintain, or disseminate PII about individuals for purposes of discharging its statutory responsibilities will be balanced against individuals' right to be protected against unwarranted invasion of

privacy. All collection, use, maintenance, or dissemination of PII will be in accordance with the Privacy Act of 1974, as amended (reference (d)) and implemented per reference (e).

e. Department of Defense (DD) forms mentioned in this Order are available at <http://www.dtic.mil/whs/directives/infomgt/forms/index.htm>; Naval Operations (OPNAV) and Navy/Marine Corps (NAVMC) forms are available at <https://navalforms.documentservices.dla.mil>.

6. Command and Signal

- a. Command. This Order is applicable to the Marine Corps Total Force.
- b. Signal. This Order is effective the date signed.



M. A. ROCCO
Deputy Commandant for
Manpower and Reserve Affairs

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LOCATOR SHEET

Subj: PERFORMANCE EVALUATION SYSTEM (SHORT TITLE: PES)

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Introduction

1. Purpose. This Order publishes the policies, procedures, and administrative instructions for the operation and management of the PES.

2. Status

a. Requirements in this Order are binding on all commanders, OICs, and personnel serving as reporting officials.

b. Any deviation from instructions in this Order must be authorized by the CMC (MMRP-30).

3. Scope. This Order defines performance evaluation authority and responsibilities and contains instructions for the preparation, submission, and processing of Marine Corps fitness reports. The role of Headquarters Marine Corps (HQMC) is to maintain the PES and Official Military Personnel File (OMPF).

4. Responsibility. The currency, accuracy, and modification of this Manual is the responsibility of the CMC (MMRP-30). Distribution is the responsibility of the HQMC Administration and Resource Management Division (AR). HQMC staff agencies and field commands are responsible for timely entry of changes and physical maintenance of their copies of this Manual.

5. Publications Listing. This Order is published electronically and can be accessed on-line via the MCPDL at:
<http://www.marines.mil/News/Publications/ELECTRONICLIBRARY.aspx>.

6. Organization. This Manual is organized in chapters numbered sequentially and listed in the contents.

7. Changes. Changes to this Order will follow instructions in the current edition of reference (f). Record all changes on the Record of Changes page.

Chapter 1

Concepts and Overview

1. Scope

a. The Marine Corps PES provides for the periodic reporting, recording, and analysis of the performance and professional character of Marines in the grades of sergeant through major general. Its fundamental concepts are accuracy, accountability, simplicity, and consistency of policy and evaluation methods. Achieving these concepts requires standardization of the evaluation chain, supervision throughout the system, and the education of all participants in the system. RSs document their observations and assessment of the performance and character of a Marine on NAVMC 10835, United States Marine Corps (USMC) Fitness Report via the Automated Performance Evaluation System (A-PES) per the instructions in Appendix B. The fitness report document, through communication to the CMC, provides a history of a Marine's performance and potential.

b. A-PES is the primary means of preparation and submission of the fitness report. Those without access to A-PES, may access the Adobe filler or .pdf version of the fitness report, which can be downloaded from the Performance Evaluation Section website under MMRP, on the Manpower and Reserve Affairs Department, HQMC website at www.manpower.usmc.mil.

c. The Fitness Report is:

(1) A vital portion of a Marine's OMPF held at HQMC by the CMC (MMRP).

(2) Not a communication to, nor a counseling document for, the Marine.

d. The PES comprises the policies, procedures, and responsibilities for the preparation, processing, and maintenance of fitness reports. Reports must provide accurate and complete profiles of the professional qualities of Marines.

e. For purposes of brevity, this Order uses the term reporting officials to refer to the RS, the RO, and the third officer sighter when appropriate. Abbreviations:

(1) RS's and RO's mean possessive forms.

(2) RSs and ROs mean plural form.

(3) MRO refers to the MRO.

2. Purpose. Primarily, the PES supports the centralized selection, promotion, and retention of the most qualified Marines of the Active and Reserve Components. Secondly, the PES aids in the assignment of personnel and supports other personnel management decisions as required.

3. Objectives of the System. Reporting officials report the credible and accurate recording of the history of an individual's performance to members of a promotion or special selection board. The PES must accomplish the following objectives:

a. Accurate Fitness Reports. The evaluation must:

(1) Reflect an assessment of performance of assigned duties and responsibilities against an understood set of requirements, individual capacity, and professional character.

(2) Focus on observed individual performance during a designated period.

(3) Report fact and the reporting official's objective judgments based on Marine Corps standards, not conjecture.

(4) Ensure narrative portions of the evaluation are clear in their meaning and free of ambiguities and innuendoes.

b. Preventing Inflation. Countering inflation begins with the reporting officials, specifically the RS and RO, who must accurately report a Marine's performance.

(1) The design of this report limits the ability of RSs to unjustifiably inflate a Marine's performance.

(2) Reports must be based on a Marine's performance vice sociability. Reporting officials can inadvertently render these controls ineffective by preparing and submitting fitness reports that fail to adhere to both the letter and the spirit of this Order.

c. Timely Receipt. Timely receipt of fitness reports by HQMC ensures complete and accurate updates of Marines' OMPFs. Fitness reports are due within 30 days of the end of the reporting period for normal reports or 60 days for adverse reports. As a leadership responsibility, reporting officials and commanders must ensure timely submission of fitness reports. For late reports, see chapter 8, paragraph 12.

d. Ensuring Complete Records. The submission of administratively and procedurally correct fitness reports will expedite processing, thereby ensuring a complete, continuous record of each Marine's performance and potential.

e. Providing Information for Selection Boards. Fair and accurate personnel management decisions require complete fitness report records for all Marines. The culmination of accurate, fair, and timely fitness reports is a documented history of individual performance and potential required by HQMC selection boards.

4. Significance of the Fitness Report. The Commandant's guidance for the PES, as stated by General Charles Krulak, 31st CMC, is: "The completed fitness report is the most important information component in manpower management. It is the primary means of evaluating a Marine's performance. The fitness report is the Commandant's primary tool available for the selection of personnel for promotion, retention, career designation, resident schooling, command, and duty assignments. Therefore, the completion of this report is one of an officer's most critical responsibilities. Inherent in this duty is the commitment of each reporting senior and reviewing officer to ensure the integrity of the system by close attention to accurate marking and timely reporting. Every officer serves a role in the scrupulous maintenance of this evaluation system, ultimately important to both the individual and

the Marine Corps. Inflationary markings only serve to dilute the actual value of each report, rendering the fitness report ineffective. Reviewing officials will not concur with inflated reports."

5. Key Concepts

a. Fairness. The fitness report is a communication between reporting officials and the CMC, via the commander with oversight responsibilities (see paragraphs 7d of this chapter and chapter 2, paragraph 7). Reporting officials must provide objective and thorough evaluations.

(1) ROs and commanders must take active roles in mentoring and communicating to ensure that RSs adhere to the spirit and intent of this Order.

(2) Influence or pressure by ROs or commanders to modify fitness report marks or comments is unacceptable, except to ensure that reporting officials adhere to Marine Corps policy.

b. Focus. The fitness report is a documentation of observations and assessments of individual performance, personal qualities, character, and potential to serve at a more senior level. The fitness report is not:

(1) A disciplinary tool.

(2) A lever to exert influence.

(3) A counseling document for the MRO.

c. Measurement. RSs must evaluate against missions, duties, tasks, and standards as communicated by the RS to the MRO. Measure Marines against known Marine Corps values and soldierly virtues, not against a personal set of precepts and unreasonable expectations.

d. Ethics. Professional ethics constitute one of the foundations of the PES. Reporting officials must preserve the high standards of Marine Corps integrity and moral courage. Personal biases have absolutely no place in the process.

e. Avoiding Zero Defects. Reporting officials must consider that Marines develop by having the latitude to make mistakes. Reporting officials must encourage initiative, aggressiveness, creativity, courage, and development of warfighting skills, and not dampen these traits by fostering an environment where Marines fear making mistakes. Attaining perfection certainly is a legitimate goal, but rarely is it a reality. The realistic goal is to experience, learn, and grow professionally.

f. Counseling

(1) The PES and counseling, as addressed in reference (g), are separate but complementary. Leaders must counsel Marines to transmit the guidance, performance standards, and direction important for the MRO's success and continued development.

(2) The complementary relationship between the counseling process and the PES begins when the RS and MRO meet to develop the MRO's billet description. It then becomes a regular and continuous process with

additional sessions to review billet descriptions, establish new goals, and develop performance. As a result, the performance evaluation process should not produce any surprises for the MRO.

(3) Periodic performance evaluation can also help clarify and crystallize the subjects on which the counseling process should focus. Any counseling program which relies on final evaluations as a tool to force behavioral changes is without merit and must be avoided.

(4) The PES highlights past performance; counseling shapes future performance. The fitness report is not a counseling tool.

6. Evaluation Cycle

a. Marine Reported On (MRO) and Reporting Senior (RS) Develop Billet Description. The evaluation cycle begins with the MRO and the RS developing a clear understanding of the RS's expectations. Within the first 30 days of the reporting relationship, the MRO and the RS will meet to establish and formalize a billet description for the MRO that focuses on the essential elements of the MRO's billet in specific and concise terms.

b. Marine Reported On (MRO) Provides Summary of Accomplishments. Prior to the end of the reporting period, the MRO shall provide a summary of accomplishments to the RS. The CMC directs the use of the MRO Worksheet (MROW) for billet description and summary of accomplishments documentation; however, the RS can begin a fitness report without receiving an MROW. The summary of accomplishments provides the MRO an opportunity to highlight significant events, awards, and professional military education (PME) accomplishments of which the RS may not be aware.

c. Reporting Senior (RS) Action. The RS completes the evaluation per the provisions of this Order and forwards the report to the RO.

d. Reviewing Officer (RO) Action. The RO completes his or her portion of the evaluation and reviews the report, ensuring it is accurate and administratively correct. The RO then forwards the report to the CMC (MMRP-32).

e. Headquarters Marine Corps (HQMC) Action. The CMC (MMRP-30) reviews the report for adherence to policy and correctness, then processes and files the report in the MRO's OMPF, thus completing the cycle.

7. General Responsibilities

a. Marine Reported On (MRO). The MRO is the subject of the fitness report. The MRO shall submit a summary of accomplishments to the RS via the MROW prior to the end of the reporting period. The MRO must possess a clear understanding of the concepts of the PES, his or her role in accomplishing the unit's mission, and the expectations of the RS.

b. Reporting Officials. All reporting officials play a key role in the evaluation process and must know the policies and procedures set forth in this Order, ensuring strict adherence to the objectives and tenets of the PES.

c. All Leaders. Many billet assignments are not self-explanatory and Marines do not always work within their military occupational specialty

(MOS). All leaders must ensure their Marines understand the mission and their individual responsibilities specifically, by defining tasks and standards expected, and resources available to complete those tasks. In the case of enlisted fitness reports, the RS may include the MRO's immediate enlisted or civilian supervisors in the evaluation and review process. The technique is a matter of choice to the RS, but one method is to require the MRO's supervisor to write a separate evaluation of the Marine. This recommendation then becomes one additional source the RS uses in the completion of the final fitness report. Additionally, inclusion of the unit's senior enlisted leadership (i.e., the first sergeant, sergeant major, or staff noncommissioned officer-in-charge (SNCOIC)) in the review process will help ensure equitable reporting while guarding against unintended inflation.

d. Commanders. As representatives of the CMC, all commanders must ensure reporting officials uphold PES policy. Regardless of the communicative nature of the fitness report between the reporting officials and the CMC, commanders retain responsibility for proper submission of reports. The influence of personal example, leadership, and strong PES education programs best ensures the integrity and credibility of the system. The Fitness Report Audit Program (FRAP), addressed in Chapter 9, provides commanders multiple tools to help their Marines ensure their records are complete.

e. Headquarters Marine Corps (HQMC). MMRP-30 promulgates policy and processes, maintains fitness report information, and serves as the administrator of the PES.

8. Authority. The CMC vests central authority and responsibility for the PES in the Deputy Commandant for Manpower and Reserve Affairs (DC M&RA). This Order is the only authorized policy for the system. Additional PES policy requirements published in other Marine Corps directives are not authorized unless specifically approved by the central authority or referenced in this Order.

Chapter 2

Reporting Chain and Responsibilities

1. Purpose. The reporting chain applies to the Active and Reserve Components and accomplishes the following objectives:

a. Provides the most accurate information available to the CMC on the performance, character, and potential of every Marine who receives a fitness report.

b. Evaluates performance, character, and potential of each MRO by those reporting officials most directly responsible for the daily activities of the MRO.

c. Ensures the perspectives of at least two reporting officials on each report.

d. Ensures standardization of reporting responsibilities throughout the Marine Corps.

e. Enforces the policies and procedures established by this Order.

2. General Description. The reporting chain consists only of the RS, the RO, the third officer sighter, when applicable, and the CMC. The MRO is not part of the reporting chain. The reporting chain will not always equate to the formal chain of command because of operating requirements and organizational structures. The succeeding paragraphs discuss in detail the roles and responsibilities of each member of the reporting chain.

3. Reporting Senior (RS)

a. Definition. The RS is the first commissioned or warrant officer (or civilian supervisor GS-9/equivalent or above) in the reporting chain senior to the MRO. In unique situations, senior enlisted Marines may serve as an RS with an approved policy waiver from MMRP-30. As the officer/supervisor closest to the MRO, the RS is directly responsible for the Marine's daily tasking and supervision. The RS is in the best position to observe the Marine's performance and character. This immediate officer/supervisor relationship applies equally to both operating and supporting establishments. Commanding officers, OICs, and officers specifically authorized by the RO may be the RS for officers of the same grade (see paragraphs 4c (5) and 10d of this chapter). Note: The RS profile for a Marine who transitions to the civilian sector and serves as a reporting official does not reset.

b. Role. The RS must establish and clearly convey duties and responsibilities to the MRO (see chapter 4, paragraph 4) and observe, evaluate, and accurately report on the Marine's performance, professional qualities, and potential.

(1) Inherent in this duty is the commitment of the RS to preserve the integrity of the PES by having the moral courage to report with utmost accuracy. Inflated markings, patronizing comments, and other techniques designed to "game the system" and give the MRO an undeserved advantage over contemporaries are acts of misplaced loyalty and ultimately hurt the institution.

(2) When a level of leadership or supervision exists between the RS and the MRO (i.e., a SNCOIC), the RS must ensure free communication of input and feedback among all parties regularly throughout the reporting period.

c. Responsibilities. The RS must:

(1) Provide in-depth observation of the MRO's performance, professional qualities, and potential as detailed in Chapter 4. The RS should pay particular attention to Marines at remote locations and on special assignments to ensure accurate evaluations of these Marines.

(2) Establish and formalize, or review section B (Billet Description) at the outset of each reporting period (within the first 30 days); determine or make necessary adjustments to the billet description; and counsel the MRO on his or her duties, responsibilities, and the RS's expectations. Ensure the Marine begins an MROW in A-PES.

(3) Assess the information provided by the MRO on the MROW and report that information on the MRO's fitness report as deemed appropriate.

(4) Determine fitness report requirements for subordinate Marines and prepare the reports (see Chapter 3, Submission Requirements).

(5) Review the MMRP website, addressed in chapter 1, paragraph 1, within the first 30 days the MRO is assigned to the RS, and each reporting occasion thereafter to ensure the accuracy of the reporting period and to identify any fitness report date gaps, overlaps, or missing reports. Note: The RS will assist the MRO in resolving date gaps per chapter 8, paragraph 10.

(6) Accurately complete sections A through I with appropriate marks and justifications, and the RS's Certification in section J-1 (see Chapter 4).

(7) Forward fitness reports to the RO in a timely manner in order to comply with the time limit set forth in this Order. Do not sign the report prior to the end of the reporting period unless special circumstances dictate otherwise.

(8) Although not required by this Order, the RS should counsel the MRO throughout the reporting period per reference (g).

(9) Refer to Chapter 5 for guidance on preparing adverse reports.

4. Reviewing Officer (RO)

a. Definition. The RO is the first commissioned or warrant officer (or civilian supervisor GS-10/equivalent or above) senior in grade to the RS and the officer directly responsible for the primary tasking, supervision, and evaluation of the RS. In unique situations, senior enlisted Marines may serve as ROs with an approved policy waiver from MMRP-30. Note: The RO profile for a Marine who transitions to the civilian sector and serves as a reporting official does not reset.

b. Role. As the critical link in the reporting chain and the key to the viability of the PES, ROs must provide the experienced leadership, supervision, and detached point of view necessary to ensure consistent,

accurate, and unbiased evaluations. ROs ensure adherence to policy and, as the last officer/supervisor in the normal reporting chain, are responsible for all subordinate performance evaluation activities. The RO must focus on eliminating inflated marks, and unwarranted and unclear comments. ROs have two principal means to accomplish this purpose:

(1) The knowledge by all concerned that ROs will closely scrutinize reports prior to forwarding them to HQMC. Stated in terms of commander's intent, the RO will not concur with inflated reports.

(2) Formal evaluation of the RS (as an MRO) for fulfillment of his or her evaluation responsibilities as an RS.

c. Responsibilities. The RO must:

(1) Make every reasonable effort to know the professional capabilities of the Marines whose reports they review.

(2) Ensure the accuracy and timely submission of fitness reports and take corrective action to eliminate inflated and/or late fitness report submissions.

(3) Complete section K, to include narrative comments on the MRO's career potential (not to be confused with the RS's requirement of capturing the MRO's performance), and provide seasoned insights to evaluations (see chapter 4, paragraph 14). Write and grade only from what you personally know or have gleaned from objective documentation of the MRO's performance.

(4) Educate subordinates regarding fitness report responsibilities, PES policies (e.g., inflation control), and proper evaluation methods.

(5) Indicate in section K authorization for the RS to complete a fitness report on an officer of equivalent grade (see chapter 2, paragraph 10d).

(6) Assess adverse reports and adjudicate factual differences between the RS's evaluation and any statement by the MRO, and forward adverse reports to the appropriate officer for third officer sighting (see chapter 5, paragraph 5). Note: When disagreement exists between an RS and MRO as to whether a report is adverse, the RO will make the determination.

(7) Ensure completed fitness reports arrive at HQMC within 30 days (or 60 days for adverse reports) of the end of the reporting period.

(8) Assume the RS responsibilities upon death, incapacitation, or relief for cause of an RS. The amplifying guidance in chapter 2, paragraph 10e applies.

(9) Within an operational battalion or squadron reporting chain, it is highly encouraged that reporting officials utilize the command element for the screening of fitness reports. Chapter 2, paragraphs 7 and 9 amplify command element responsibilities.

(10) Refer to Chapter 5 for guidance on adjudicating adverse reports.

5. Third Officer Sighting. The duties and responsibilities of a third officer sighter involve adverse fitness reports. See chapter 5, paragraph 5 for specific instructions.
6. Commandant of the Marine Corps (CMC). Chapter 8 describes the HQMC functions regarding PES management. DC M&RA, as the Commandant's direct representative, establishes all policies regarding the PES. (MMRP-30, Manpower Management Division, Manpower and Reserve Affairs Department is the HQMC department that performs those functions necessary to support the reporting officials and ensure adherence to policy.
7. Commanders. All commanders have a responsibility to review reports at the command level for adherence to policy to include inflated markings, insufficient justifications or unwarranted comments. Direct involvement is especially significant at the operational battalion and squadron level. This not only helps to maintain the integrity of the PES, it allows commanders the opportunity to assess their subordinates' performance as reporting officials. It is highly recommended that commanders include senior enlisted and command staff in the fitness report process.
8. Senior Marine Representatives. The senior Marine officer representative (SMR) of a command, staff, or agency external to the Marine Corps is responsible to provide non-Marine RSs and ROs guidance and education on the policies of this Order. Additionally, the senior Marine representative must review all fitness reports for administrative correctness and may comment on the MRO, as appropriate, per instructions in chapter 6, paragraph 8b.
9. Senior Enlisted Advisors. Though not in the reporting chain, all senior enlisted advisors have the responsibility to assist reporting officials and commanders in completing and processing enlisted fitness reports per the provisions of this Order. It is highly encouraged that reporting officials include their senior enlisted leadership for administrative overview.
10. Special Situations. The following amplifying guidance applies to special situations:
 - a. Adverse Reports. Because of the sensitive nature and impact of adverse reports, reporting officials will ensure they handle adverse reports in accordance with Chapter 5.
 - b. Non-Marine Reporting Officials
 - (1) Definitions, roles, and responsibilities of the RS and RO are applicable to officers of other branches of the Armed Services, officers of foreign nations, and civilians in positions of authority under whom the MRO may serve.
 - (2) Reporting senior authority for civilian supervisors starts at the GS-9 level or equivalent (see chapter 2, paragraph 3a). Retired military members should state their prior service, retired rank, and number of years in both military and government service in the section I or K comments.
 - c. Multiple and Simultaneous Regular Duty Assignments
 - (1) Infrequently, operational necessity will require assigning Marines to more than one primary duty, with each having its own operational (reporting) chain. When applicable, submit separate reports via each

reporting chain. Reporting officials shall ensure the MRO and all reporting officials are aware of the reporting relationships and requirements at the beginning of the reporting period. These are separate and distinct reporting occasions per chapter 3, paragraph 3c as applicable. Forward each report for review through the appropriate reporting chain. The RS will explain the circumstances which warranted a simultaneous report. Note: Begin section I with the following statement: "Simultaneous report."

(2) Examples:

(a) The MRO is a regimental commander also serving as a camp commander. The MRO can receive reports from both the division and base commanding generals.

(b) The MRO belongs to a non-Marine command, but as a result of a letter of instruction or similar document, has specific Marine Corps responsibilities to the senior Marine officer present. The latter may submit a simultaneous report addressing Marine Corps matters only.

d. Seniority Issues. The following rules apply:

(1) The RS will never be junior in grade to the MRO.

(2) In situations where the MRO is the same grade as the RS, elevate the reporting chain one level to the next senior officer or civilian equivalent supervisor. Note: The only exceptions to this policy are when the RS is the commanding officer or officer-in-charge, when the RS is frocked to the next senior grade but holds the same permanent grade, and when the RO authorizes a staff officer of equivalent grade to the MRO to function as the RS by so indicating in section K (see chapter 2, paragraph 4c(5)).

(3) The RO will never be junior in grade to the RS.

(4) When the RO is the same grade as the RS, comments in section K must indicate that the RO holds a senior billet to the RS or is granted seniority to the RS by another authority source.

e. Reporting Seniors (RS) Death, Incapacitation, or Relief. When an RS dies, becomes physically or mentally incapacitated, or is relieved for cause, process the report as follows:

(1) The RO, acting as the RS, will complete a Change of Reporting Senior (CH) report on all affected Marines and forward the reports for review to the next senior officer in the reporting chain.

(2) The next senior officer to the new RS will become the RO for all affected Marines. The new RO will include a mandatory comment in section K stating that the reporting chain was modified in accordance with chapter, 2, paragraph 10e and that this is the reason for the report submission. Submit an observed evaluation if ample opportunity for observation exists.

(3) The former RO will continue as the new RS, pending the replacement of the original RS. If a permanent replacement is due for assignment within 90 days, the former RO will delay the CH report until that time to avoid repetitious reporting and duplication of effort.

f. Modifications to the Standard Reporting Chain. The reporting chain applies throughout the Marine Corps and to all assignments external to the Marine Corps. Authorized modifications to this reporting chain are:

(1) Commanding generals may modify the reporting chain for as long as necessary when unusual operational or command relationship situations exist. The RO will specify the reason in section K.

(2) Commanders may request permanent waivers from the CMC to alter the reporting chain for unique operational situations (see chapter 6, paragraph 2).

(3) For MROs assigned to duty external to the Marine Corps (see chapter 6, paragraph 8).

(4) Battalion-level commanders or higher may modify the reporting chain on a case by case basis when unresolved conflicts and lack of professional objectivity by the reporting officials exists. Commands should initiate this action when compromising circumstances occur that may prevent either the RS or the RO from exercising professional objectivity in a particular situation. The RS or RO may also elect to request this modification, when in their opinion, a perception of a lack of professional objectivity may serve to invalidate a report. The RO must explain the change in the section K.

(5) When the Reporting Senior (RS) is a Flag Officer or Equivalent. The intent of the PES is that whenever possible, two different officers will serve as the RS and the RO for a report, especially when the report is adverse in nature. However, on reports for colonel and below, if the RS is a general officer or equivalent and the review would be nothing more than an administrative review, the RS is authorized to also serve as the RO. In the event that the RS also serves as the RO, section K must be completed as follows:

(a) Mark the section K-3, Comparative Assessment pyramid.

(b) Make a comment in section K-4 stating that the RS is also serving as the RO. Make additional comments as desired.

(c) Sign and date block K-5.

(d) Place personal information in section A, both blocks 10a and 11a.

(e) Forward the completed report to the CMC, MMRP-32.

Chapter 3

Submission Requirements

1. General. The PES provides a continuous chain of fitness reports that cumulatively covers every day a Marine serves in the grade of sergeant through major general. Submit fitness reports only as specifically required by this Order and only by individuals in a Marine's proper reporting chain as defined in chapter 2, paragraphs 3 and 4.

2. Fitness Report Submission Schedule. Submit fitness reports as the occasions defined in this chapter occur or per the schedule in Appendix A, whichever occurs first. Note: See chapter 7, paragraph 3 when combat or other unique operational situations preclude the timely submission of fitness reports.

3. Reporting Occasions

a. Reporting occasions explain relationship changes between RSs and MROs. They are designed to:

- (1) Obtain a continuous chain of fitness reports on each Marine.
- (2) Reduce those situations wherein a Marine has two RSs.
- (3) Provide meaningful reports for every primary billet assignment.

b. Occasions for General Officers

(1) Generals and Lieutenant Generals will not receive performance evaluations.

(2) Major Generals' reporting occasions are Change of Reporting Senior, Transfer, Grade Change, To Temporary Duty, and From Temporary Duty.

(3) Brigadier Generals' reporting occasions are Change of Reporting Senior, Transfer, GC, To Temporary Duty, From Temporary Duty, and Annual.

c. Occasions for Grades Sergeant Through Colonel. Marines in the grades of Sergeant through Colonel require fitness reports for any of the thirteen occasions listed below. Note: When more than one occasion occurs simultaneously, use the occasion that appears highest on the list.

| <u>Occasion</u> | <u>Code</u> |
|-------------------------------|-------------|
| Grade Change | GC |
| CMC Directed | DC |
| Change of Reporting Senior | CH |
| Transfer | TR |
| Change of Duty | CD |
| To Temporary Duty | TD |
| From Temporary Duty | FD |
| End of Service | EN |
| Change in Status | CS |
| Annual (Active Component) | AN |
| Annual (Reserve Component) | AR |
| Semiannual (Lieutenants only) | SA |
| Reserve Training | RT |

4. Details for Reporting Occasions

a. Grade Change (GC). Submit a GC report when a Marine is promoted, frocked, reverted to enlisted grade, or reduced.

(1) The ending date of the report is the actual day the action occurs, not the date of rank recorded for pay and lineal purposes.

(2) Submit a GC report for grade reductions resulting from non-judicial punishment (NJP) once the appeal process is complete.

(3) Submit a report for grade reductions resulting from summary, special, or general court-martial action when the Convening Authority (CA) approves the sentence or when automatic reduction provisions set forth in reference (h) are effected. Note: If the appeal process subsequently sets aside or disapproves the grade reduction, see Chapter 6 for guidance to correct the fitness report record.

(4) Do not submit GC reports for promotions of Reserve members in the Standby or Individual Ready Reserve (IRR), except for those members of a Mobilization Training Unit (MTU).

(5) Items 1e (Grade) and 1f (DOR) in section A should reflect the grade being promoted from, not the grade promoted to.

(6) Marines that are frocked enjoy all the rights and privileges of the "frocked to" rank. All subsequent fitness reports will reflect the new grade, and the Marine's fitness reports will be recorded on the RS and RO's profiles in the new grade. For reporting purposes, the Marine will receive a GC report when they are frocked. On subsequent reports, enter "FROCKED" in the date of rank for any reports that are required between the date the Marine is frocked until the date the Marine's date of rank is effective for pay purposes. A fitness report shall not be submitted solely based on the effective date of rank for pay purposes.

b. Directed by the Commandant of the Marine Corps (DC). Submit a DC report when significant administrative, commendatory, or adverse action by the MRO occurs that requires immediate reporting to CMC. Additionally, HQMC will use DC reports for administrative fillers to remove date gaps from a Marine's records.

(1) The report must cover the period from the end date of the MRO's last report to the date the action occurred.

(2) The RS must consider the entire evaluation period when preparing the report, not just the action that caused the report.

(3) Occasionally, a Marine is subject to commendatory material that warrants immediate reporting to CMC. Examples include:

(a) The Marine is awarded a combat award for valor at the Silver Star or higher level.

(b) The Marine is awarded a Service-wide eligible award such as the Leftwich Trophy or the Hulbert Trophy.

(4) Begin section I of all DC reports by stating the reason for submission.

(5) The Reporting Senior (RS) must submit a (DC) report for the following specific actions:

(a) When a Marine is the subject of NJP, is convicted of any offense by a summary, special, or general court-martial, or is convicted in a civilian criminal court of an offense prosecutable under the UCMJ (see chapter 4, paragraph 3f(3)). However, if the Marine is reduced in grade, submit a GC report to document the conviction and reduction.

(b) When a Marine is declared to be in a deserter status (see chapter 3, paragraph 11).

(c) When remedial promotion to sergeant occurs (see chapter 6, paragraph 6).

(d) When Missing in Action or Prisoner of War status occurs (see chapter 6, paragraph 3d).

(e) When a Marine is administratively separated under adverse conditions (e.g., drug offense, BCP failure, pattern of misconduct, etc.), unless the factual basis used as justification for the administrative separation has previously been captured in a fitness report.

1. If the basis for administrative separation has previously been captured in a fitness report, do not use the DC occasion. Use the EN occasion and document the administrative separation as derogatory material in section A of the fitness report.

2. If there are multiple bases for administrative separation, and at least one of them has not been previously captured in a fitness report, use the DC occasion.

3. If the MRO was subject to administrative separation proceedings, to include a board of inquiry, but the MRO was retained, the administrative proceedings cannot be mentioned in a fitness report. However, the MRO's actions that led to the administrative separation proceedings, if not previously captured in a fitness report, may be included if the command deems it appropriate.

(f) When a Marine has a second or subsequent alcohol-related incident or occurrence of reportable alcohol misuse that does not result in disciplinary action and the incident occurs within a three year span from a previous alcohol-related incident or occurrence of reportable alcohol misuse. Note: Report the incident or occurrence as derogatory material (see chapter 4, paragraph 3f(2)).

(g) When a Marine has been found guilty of domestic violence or child abuse under the UCMJ or civilian court jurisdiction (see paragraph 10 of this chapter).

(h) When the Deputy Commandant, Aviation (DC AVN) determines that a respondent to a Flight Status Selection Board (FSSB) is subject to revocation of orders to duty in a flight status, revocation of right to wear

aviation insignia, or placed in a probationary flight status as addressed in reference (i).

1. Do not report any negative recommendations of a Field Flight Performance Board (FFPB) until the final adjudication by a FSSB is complete.

2. Assignment to conditional flight status is not adverse and shall not be reported on a fitness report.

(i) When the Judge Advocate General of the Navy suspends or revokes a Marine judge advocate's certification under Article 26(b), UCMJ, Article 27(b), UCMJ, or R.C.M. 502(d)(3).

(6) Do not submit a (DC) report:

(a) To transmit recommendations to promotion or selection boards.

(b) To cover a commendatory action more appropriately covered by an award or decoration.

(c) In lieu of disciplinary action.

(d) To report the mobilization, demobilization, activation, or deactivation of Reserve Marines.

(e) When a Marine has been relieved for cause, unless the relief is simultaneously accompanied with adjudicated disciplinary action, as outlined in chapter 4, paragraph 3f(3), the correct occasion code for documenting a Marine's relief is a TR, TD, or CD.

c. Change of Reporting Senior (CH). Submit a CH report when the RS leaves for reasons other than TAD (i.e., transfer, reassignment within the same command, retirement, etc.) but the MRO remains in the same billet.

d. Transfer (TR). Submit a TR report when the MRO leaves for reasons other than TAD (i.e., transfer, reassignment within the same command, extended deployment, etc.) but the RS remains in the same billet. Use the TR occasion when an IMA, MTU, or SMCR Marine inter-unit transfers.

e. Change of Duty (CD). Submit a CD report when the MRO has a significant change in primary duty under the same RS.

f. To Temporary Duty (TD). The MRO's parent command must submit a TD report when a Marine goes on a temporary duty assignment lasting 31 days or longer. These guidelines also apply for members who are Individual Mobilization Augmentees (IMA), members of the Selected Marine Corps Reserve (SMCR), or members of a MTU who are activated, mobilized, or have orders to perform Active Duty Operational Support (ADOS) under a different RS for 31 days or longer.

(1) The report must cover the period from the end date of the MRO's last report to the day before the MRO goes to temporary duty. Do not submit the report until the MRO actually departs for TAD.

(2) The RS at the parent command must submit a retroactive "to TD" report when a Marine on a temporary duty assignment projected to last 30 or less days gets extended to 31 days or longer. Note: This situation also

applies when a Marine is sent without "official" TAD orders to work at another command awaiting resolution of administrative or disciplinary/investigative matters.

(3) The MRO's parent command has no additional fitness report submission requirement for Marines on temporary duty for 31 days or longer.

(4) If the RS at the parent command deems an MRO's temporary duty assignment lasting 30 days or less significant, address it in section C and/or section I of the MRO's next report per chapter 4, paragraphs 5 and 12.

(5) In those cases of Marines having multiple TAD sites, where each TAD site requires submission of a completed report, each TAD site will submit a TD report sending the Marine to the next TAD site with the final TAD site submitting the required "FD" report returning the Marine to their parent command.

(6) Note: Do not submit TD reports for Marines attending Weapons and Tactics Instructor (WTI) Course as student or support personnel.

g. From Temporary Duty (FD). The RS at the command where the MRO is assigned temporary duty must submit an FD report when a Marine terminates a temporary duty assignment. These guidelines apply for members of the IMA, MTU, and SMCR who are activated, mobilized, or have orders to perform ADOS under a different RS for 31 days or longer, prior to returning to their parent command awaiting demobilization, deactivation, or terminating ADOS orders.

(1) The report must cover the period from the end date of the MRO's last report to the day before the MRO departs to return to their parent command.

(2) Due to the significance of temporary duty assignments, the RS must submit an observed report, unless the temporary assignment is an academic environment or an observed evaluation is not feasible. The RS must explain in section I why an FD report is N/O.

(3) Early termination of temporary duty originally projected to last 31 days or longer requires submission of an FD report. The RS must state the reason for the early termination in section I.

(a) Termination for cause requires the appropriate processing and review in accordance with Chapter 5.

(b) Only submit a N/O report when the early termination prevents meaningful appraisal and is not due to a relief for cause.

(4) See chapter 6, paragraph 4 for guidance on academic duty.

(5) While a Marine is in a temporary duty status (lasting 31 days or longer) the RS must capture all required reporting occasions outlined in the beginning of this chapter. For annual occasions (Active and Reserve Components), only submit reports when the occasion occurs during a period of temporary duty lasting six months or longer. If the annual occasion occurs during a period of temporary duty of less than six months, defer the report and capture the MRO's performance in the FD report.

h. End of Service (EN). Submit an EN report for all Active Component Marines terminating active duty and all Marines in any Component separating from the service. The only exception to this requirement is for Marines who retire/transfer to the Fleet Marine Corps Reserve with 20 years of service or greater.

(1) Adverse EN reports shall be submitted when required by the circumstances described in chapter 5, paragraph 1.

(2) EN reports may be sent to HQMC when the Marine commences leave awaiting separation; specify period covered by leave awaiting separation as a period of non-availability in section I.

(3) EN reports will not be added to either the RS or RO profile and will not generate a relative value or comparative assessment on the MBS.

i. Change in Status (CS). Submit a CS report when Reserve Component Marines transfer to the IRR.

j. Annual Active Duty (AN). Submit an AN report for all Marines serving on the Active Duty List (ADL), and who are considered for promotion by an Active Component board in the grades of sergeant through brigadier general, excluding Second and First Lieutenants.

(1) The report must cover the period from the end date of the MRO's last report to the last day of the month specified in the submission schedule at Appendix A.

(2) Omit the annual report when:

(a) The MRO is in a temporary duty status, other than academic duty, for less than six months (see paragraph 4g of this chapter).

(b) The MRO is attending formal academic training under permanent change of station (PCS/TEMINS) orders of less than 12 months duration. In this case, include the annual period on the Transfer (TR) report.

(c) Another reporting occasion under the same RS occurred 60 days or less prior to the end date of the annual report (i.e., a GC or CD report).

(d) When the report comes due under a new RS within 89 days or less of the establishment of the RS-MRO relationship. The RS must make a directed comment during the next reporting occasion explaining the omission of the omitted annual occasion.

(e) It is known in advance another reporting occasion will occur within 30 days after the ending date for the report. Note: The report may not be omitted in anticipation of disciplinary or administrative separation actions.

k. Annual Reserve Duty (AR)

(1) Submit an AR report for Reserve members of the Active Reserve program, IMA, SMCR, MTU, and EAD recruiters. AR reports must be observed regardless of drills and periods of active duty performed. If the MRO did not attend any drills or complete any periods of active duty during the period, the report should be marked N/O.

(2) Omit the AR report under the same conditions identified in paragraph 4j(2) of this chapter.

1. Semiannual Active Duty (SA). Submit a SA report for all active duty Second Lieutenants and First Lieutenants.

(1) The report must cover the period from the end date of the MRO's last report to the last day of the month specified in the submission schedule at Appendix A.

(2) Omit the SA report if:

(a) It is the first report by the RS on the MRO, and the period of observation is 30 days or less. Include the period in the next report due.

(b) It is known in advance that another reporting occasion will occur within 30 days after the ending date for the report. Note: The report may not be omitted in anticipation of disciplinary or administrative separation actions.

m. Reserve Training (RT)

(1) For IMA, SMCR, MTU, and IRR members only, submit an observed fitness report upon completion of annual training, and anytime a reservist completes active duty for a period of 12 to 30 days. If the RS believes that an observed fitness report would not be appropriate, the RS may write a N/O report; however, the RS must make a directed comment in section I stating why the report rates an exception. When this occurs, the RS that writes the MRO's annual reserve fitness report must account for the MRO's performance for that period of time in the next reporting occasion.

(2) RSs may omit the RT report for reservists performing annual training and active duty periods of 12-30 days if they write the MRO's annual reserve report. When this occurs, the RS must include observations of the MRO's performance during annual RT in the next reporting occasion. Section I directed comments apply (see chapter 4, paragraph 12d).

(3) RT reports will not be counted when calculating date gaps since these reports normally overlap other reporting periods.

(a) The beginning date of the MRO's first fitness report occasion which occurs after the RT report must start a day after the end date of the MRO's fitness report prior to the RT report:

| <u>Fitness Report Dates</u> | <u>Fitness Report Occasion</u> |
|-----------------------------|---------------------------------|
| 1. 20101001-20110930 | AR (Report prior to RT report) |
| 2. 20120601-20120615 | RT |
| 3. 20111001-20120901 | GC (1st report after RT report) |

(b) If fitness report three was started on 20120616, the MRO would have a fitness report date gap from 20111001 to 20120531.

5. Minimum Observation Requirements

a. Minimum Observation Time

(1) RSs must submit observed reports for all reporting occasions covering periods of 90 days or longer.

(2) RSs must submit observed reports for periods covering 31 days or longer for:

(a) All reports on active duty Lieutenants who have completed their primary MOS school.

(b) From Temporary Duty (FD) reports. Note: See chapter 6, paragraph 4d for periods of academic and training duty lasting more than 31 days.

b. Periods of Non-availability. Periods of 30 or more consecutive days when the MRO or the RS was not available to perform his or her duties at the reporting command or organization constitute non-availability and do not count when determining minimum observation time for submission of an observed report. Note: RSs must identify periods of non-availability in section I (see chapter 4, paragraph 12d(2)(b)).

c. Exception to Policy. For periods of 89 days or less, RSs shall not submit an observed report unless their observation results from meaningful personal contact that is not normally obtainable in a standard work setting.

(1) Meaningful personal contact has to either be a result of a significant increase in work hours over the entire period (e.g., deployment, field exercise, etc.), or a significant increase in the quality of observation (e.g., MRO and RS working side by side in a combat operations center over a 60-day period).

(2) The information provided to the CMC is significant and provides a fair assessment of the MRO.

(3) Justify in section I why this exception to policy is being invoked, to include the circumstances resulting in meaningful personal contact.

d. Co-location. The MRO and the reporting officials are not required to be co-located in order for observation to occur.

6. Not Observed (N/O) Reports

a. Reporting Officials should take all possible action to reduce N/O fitness reports. N/O reports diminish the amount of useful information in a Marine's performance record, take valuable time to prepare and process, and provide only continuity to a Marine's record. Consecutive N/O reports from the same RS should be avoided when possible.

b. Submit Not Observed (N/O) Reports for the following situations:

(1) When the RS has insufficient observation of the MRO and the reporting period does not meet the minimum observation requirement prescribed

for submission of an observed report per the provisions of paragraph 5 of this chapter.

(2) Upon termination of the MRO from temporary duty or drop/disenrollment from a formal school or course in 30 days or less. When this situation occurs, the RS must explain the reason in section I. See chapter 4, paragraph 12e(1) for legal situations; chapter 4, paragraph 12e(10) and chapter 5, paragraph 1d(4)(m) for medical situations; and chapter 6, paragraph 4d(2) when reporting on academic duty.

(3) When the MRO is assigned to a degree completion, MECEP, fellowship, or other programs when observed time is unfeasible, regardless of length. At a minimum the report should indicate satisfactory progression in curriculum.

(4) Company grade officers who have not yet completed their primary MOS school. As an exception, reporting officials may complete observed reports if they deem their observation sufficient enough to warrant an observed report; the minimum observation requirements outlined in paragraph 5 of this chapter still pertain.

c. RSs must complete section B (Billet Description) on all N/O reports.

d. To the extent possible, both the RS and the RO may provide comments in sections I and K to better inform promotion and selection boards regarding the performance and potential of the MRO.

e. Not observed (N/O) reports can be rendered adverse. If the report is adverse, the provisions of Chapter 5 apply.

f. Only pages 1 and 5 of N/O reports will be completed and submitted for processing.

g. Mark block 7c, (Recommended For Promotion), "N/A" for N/O reports.

h. Reviewing Officer (RO). While the RS's evaluation is N/O for varied and valid reasons, the period covered may be sufficient for a meaningful RO assessment. Consequently, the RO is free to mark section K-3, Comparative Assessment, and comment as appropriate in K-4.

7. Extended Reports

a. Extended reports are intended for use when an MRO's performance has not changed since the submission of the last AN, AR, or SA report and another reporting occasion comes due within 89 days or less. Note: No other occasion can be extended.

b. The extended report must reflect the current reporting occasion.

c. Do not extend adverse or not observed AN, AR, and SA reports.

d. Only section A of page 1 and page 5 of extended reports will be completed and submitted for processing.

e. Reviewing Officer (RO)

(1) If the RO is the same as the previous report on the MRO and the RO's evaluation of the MRO's potential has not changed, the RO may select "Extended by RO" in A-PES. The comment "My observation remains the same" will appear in K-4 and the marks in K-1, K-2, and K-3 should be the same as the previous reporting period.

(2) If the RO is the same as the previous report on the MRO and the RO's evaluation of the MRO's performance has changed, the RO must mark K-1, K-2, and K-3 according to the RO's observation of the MRO during the reporting period and provide comments in K-4.

8. When Fitness Reports Are Not Allowed. Do not submit fitness reports for:

a. A Marine serving as president, member, or recorder of a selection board.

b. A Marine serving as a member of a court-martial. In the preparation of a fitness report, RSs must not consider or evaluate the MRO's performance of duty as a member of a court-martial (see Article 37, in Appendix 2 of reference (h)).

c. Members of the President's Own, United States Marine band, MOS 5511.

d. The death of the MRO.

e. The Sergeant Major of the Marine Corps.

9. Drug and Alcohol Reporting Requirements

a. Drug Offense. Drug-related offenses occur when the MRO wrongfully uses, possesses, manufactures, distributes, imports, exports, or introduces a controlled substance or other substances banned by the Marine Corps, including synthetic drugs, in violation of Article 112a of reference (h). Drug-related offenses include the intentional ingestion or inhalation of a chemical compound with the intent to induce intoxication or stupefaction of the central nervous system. A chemical compound is any chemical substance that modifies human physiological behavior or functions. Report drug-related offenses as follows:

(1) If the MRO is convicted of a drug-related offense at court-martial, NJP, or by a civilian jurisdiction, report the offense per the provisions of chapter 4, paragraph 3f(3) via a DC report.

(2) If the Convening Authority substantiates the drug-related offense during the administrative separation process, and no charges are preferred against the MRO, report the incident as follows:

(a) If the MRO is administratively separated, report the drug-related offense per the provisions of chapter 4, paragraph 3f(2) via a DC report.

(b) If the MRO is retained, report the drug-related offense as derogatory material per the provisions of chapter 4, paragraph 3f(2) on the next reporting occasion.

(3) If the Convening Authority does not substantiate the drug-related offense and the MRO is not convicted during a judicial process, the offense will not be reported via a fitness report.

(4) Note: A positive urinalysis sample alone does not substantiate a drug-related offense. The offense must be adjudicated or substantiated as described above prior to reporting the incident on a fitness report.

b. Issues Related to Alcohol

(1) Alcohol-Related Incidents. A reportable alcohol-related incident occurs when the commander confirms, by a preponderance of the evidence, that the willful ingestion of alcohol contributed to an incident in which the MRO committed a violation of the UCMJ or a comparable civilian offense.

(a) If the alcohol-related incident results in a conviction under the UCMJ or in a civilian jurisdiction, report the incident and subsequent disciplinary action per the provisions of chapter 4, paragraph 3f(3) via a DC report.

(b) If the MRO's commander lawfully disposes (see chapter 4, paragraph 3f(2)(a)3 for lawful disposal) of the substantiated criminal allegations resulting from an alcohol-related incident, through means other than NJP, court-martial, or administrative separation, and it is:

1. The MRO's first alcohol-related incident, report the incident as derogatory material per the provisions of chapter 4, paragraph 3f(2) when the MRO's next reporting occasion comes due.

2. A second or subsequent alcohol-related incident for the MRO, occurring within a three-year span from a previous alcohol-related incident or occurrence of reportable alcohol misuse, report the incident as derogatory material via a DC report.

3. A second or subsequent alcohol-related incident for the MRO, occurring more than three years after a previous alcohol-related incident or occurrence of reportable alcohol misuse, report the incident as derogatory material per the provisions of chapter 4, paragraph 3f(2) when the MRO's next reporting occasion comes due.

4. The RS must articulate in section I how the command determined that the incident was an alcohol-related incident, or which civilian/UCMJ offense the MRO violated; additionally, the RS must provide the circumstances surrounding the offense. Only offenses, whether UCMJ or civilian, that have been fully adjudicated may be mentioned in the fitness report. Civilian offenses that have not been adjudicated cannot be indirectly introduced into the fitness report by capturing the allegation on a page 11 or 6105 entry and then included as derogatory material.

(2) Alcohol Misuse. Alcohol misuse is the use of alcohol to an extent that it has an adverse effect on performance, conduct, discipline, or mission effectiveness, and/or the user's health, behavior, family, community, or Department of the Navy, or leads to unacceptable behavior as evidenced by one or more acts of alcohol-related misconduct.

(a) RSs should only report or comment on occurrences of alcohol misuse that affect performance or military duties or impugn the MRO's character and reputation.

(b) Report all first time reportable occurrences of alcohol misuse when the MRO's next reporting occasion comes due per the requirements of chapter, paragraph 12d(2) (d).

(c) Report all second and subsequent occurrences of reportable alcohol misuse occurring within a three year span from a previous occurrence of reportable alcohol misuse or alcohol-related incident via a DC report per the requirements of chapter 4, paragraph 12d(2) (d).

(d) Report all second and subsequent occurrences of reportable alcohol misuse occurring more than three years after a previous occurrence of reportable alcohol misuse or alcohol-related incident when the MRO's next reporting occasion comes due per the provisions of chapter 4, paragraph 12d(2) (d).

(3) Alcohol Counseling and Treatment Services. Unless the MRO's alcohol misuse or substance use disorder has affected his or her performance, the RS should not comment on a Marine's dependence on alcohol or voluntary participation in counseling and treatment services.

(4) Alcohol Rehabilitation Failure/MRO Deemed Unable to Benefit From Counseling. RS must report voluntary or involuntary treatment failures per the purpose and intent of Chapter 3, paragraph 9 of reference (o).

(a) Report the instance as derogatory material per the provisions of chapter 4, paragraph 3f(2) when the MRO's next reporting occasion comes due.

(b) Report instances that result in disciplinary action per the provisions of chapter 4, paragraph 3f(3) via a DC report.

10. Domestic Violence and Child Abuse. A substantiated incident of domestic violence or child abuse may result in either disciplinary action or administrative action. Generally, the same incident should not be mentioned in two separate reports. Report incidents of domestic violence as follows:

a. If the domestic violence or child abuse results in disciplinary action under the UCMJ or civilian jurisdiction, report the incident as disciplinary action per the provisions of chapter 4, paragraph 3f(3) via a DC report.

b. If the commander disposes of the incident through administrative means, report the incident as derogatory material under the provisions of chapter 4, paragraph 3f(2) on the next reporting occasion.

c. If the commander determines that the incident is baseless, or takes no action, the incident will not be reported via a fitness report.

d. An Incident Determination Committee's (IDC) positive determination does not constitute derogatory material, nor does it warrant an adverse fitness report. While the command can use the evidence taken into consideration by the IDC, it is not relieved of its responsibility of substantiating the domestic violence incident separate from the IDC.

e. Refer to reference (k) for additional information.

11. Fitness Reports for Marines in an Unauthorized Absence (UA) or Deserter Status. Special administrative procedures apply when a Marine is in a UA or deserter status. Complete reports according to the following instructions:

a. If a Marine is in a UA status and a fitness report occasion comes due, do not submit the report until such time as the Marine is declared a deserter or returns from UA.

(1) If a Marine is declared a deserter, the MRO's RS at that time must submit a DC report per the provisions of paragraph 4b of this chapter.

(a) Ensure the report covers the period from the end date of the MRO's last report to the day the MRO is declared a deserter.

(b) Submit the report without the MRO's signature in item 2 of section J (see chapter 4, paragraph 13d(4)). Note: Upon return, the MRO can submit a rebuttal on an addendum page to MMRP-32.

(c) If the RS transfers prior to the MRO being declared a deserter, see paragraph 11c of this chapter

(2) If a Marine returns from UA prior to being declared a deserter, delay submitting a fitness report until any pending disciplinary action occurs. Report the period of UA and subsequent disciplinary action per the provisions of chapter 4, paragraph 3f(3).

b. When a Marine has returned from a deserter status:

(1) Delay submitting a fitness report until any pending disciplinary action occurs. Report the disciplinary action per the provisions of chapter 4, paragraph 3f(3).

(2) Reflect the period of time lost while in a deserter status in section I.

(3) In the event the disciplinary action finds the Marine not guilty, or dismisses all charges, and the MRO received a DC fitness report upon declaration as a deserter, the Marine can follow the provisions of Chapter 10 to correct the record.

c. If the RS transfers while a Marine is in a UA status, but prior to the MRO being declared a deserter, the RS must:

(1) Submit a CH report with the termination date of the report being the day the RS transfers.

(2) Reflect the period of UA in section I as time lost.

(3) Submit the report without the MRO's signature in item 2 of section J (see chapter 4, paragraph 13d(4)). Note: Upon return, the MRO can submit a rebuttal on an addendum page to MMRP-32.

Chapter 4

Fitness Report Preparation

1. General Administrative Instructions

a. The design of the fitness report form facilitates the documentation of essential and critical information in a simple and direct manner.

b. Sensitivity and Privacy of Fitness Report Information. Reporting officials must establish and enforce procedures that ensure all personnel treat completed fitness reports as privileged information and that only personnel requiring knowledge of the reports view them. This will normally include:

(1) The members of the reporting chain.

(2) The commander or his or her designated representative (e.g., executive officer and sergeant major or senior enlisted advisor in the case of enlisted reports).

(3) Those administrative personnel involved in the processing of reports.

c. Preparation of the Fitness Report

(1) Automated Preparation of Reports. Refer to Appendix F for information and detailed instructions concerning the electronic preparation and submission of fitness reports using the A-PES. Reporting officials will use this capability when it is available. Electronic preparation and submission of reports significantly assists reporting officials to write and submit administratively correct and timely reports.

(2) When Access to Automated Performance Evaluation System (A-PES) Does Not Exist. Complete the fitness report using the writeable .pdf form available on the MMRP-30 webpage. All fitness reports will be typed, not handwritten. The RO or third officer sighter, as applicable, will submit the completed fitness report to the CMC (MMRP-32) through one of the following methods:

(a) Scan the signed report and email a readable copy to the MMRP-32 email account at: smb.manpower.mmrp-32@usmc.mil.

(b) Mail the original report, while maintaining a complete copy, to the following address:

Commandant of the Marine Corps
(Code MMRP-32)
2008 Elliot Road
Quantico, VA 22134-5030

(c) Hand deliver the original report to the following location:

Fitness Report Processing Section (MMRP-32)
Building 2008, Room 261
Quantico, VA 22134

(3) Site Commanders/Inspector-Instructors within Marine Forces Reserve (MARFORRES) and Reserve Support Units will assist in the preparation of fitness reports for individuals of the Marine Corps Reserve assigned to the Individual Mobilization Augmentee (IMA) program, IRR, or MTU as applicable when administrative assistance is not available or distances prevent operational sponsors from providing support.

d. Attached Pages. When attaching pages to the fitness report form, the RO or third officer sighter (as applicable) will indicate in section L that addendum pages are attached. Note: Addendum pages (paragraph 15 of this chapter) and unique performance evaluation forms from non-Marine commands or institutions (chapter 6, paragraph 8) are the only documents authorized for attachment. No pages or forms will be stapled to the fitness report form.

2. Instructions for Completing Senior Officer Reports

a. General Officer Report Instructions

(1) Submit typed performance evaluations for general officers using standard naval letter format.

(2) ROs may type their endorsement in section K, item 4 of the fitness report, attach a typed endorsement, or provide handwritten comments on the Reporting Senior's evaluation letter.

(3) Submit a completed section A (items 1,2,3,4,10, and 11 only) of the fitness report with the letter.

(4) The CMC is the RO on fitness reports written on general officers assigned to HQMC.

(5) The CMC will endorse all other general officer reports. If prepared through A-PES (when the RO is other than the CMC), forward completed reports to the CMC for endorsement. Note: If prepared using the .pdf form, forward completed reports for review to:

Senior Leader Management Branch (MMSL)
3280 Russell Road, Suite 305
Quantico, VA 22134-5103

b. Colonel, Chief Warrant Officer 5, Sergeant Major, and Master Gunnery Sergeant Report Instructions

(1) Colonel, Chief Warrant Officer 5, Sergeant Major, and Master Gunnery Sergeant fitness reports will consist of pages 1 and 5, and addendum page(s) as appropriate.

(2) Section A will be completed per the provisions of paragraph 3 of this chapter.

(3) RSs are not to complete sections B and C on page 1. That information, however, will be addressed on an addendum page in letter-style narrative, similar to general officer reports.

(4) Grading of the 14 attributes on pages 2, 3, and 4 will not occur. The RS's consideration and evaluation of those attributes, and required section I comments (paragraph 12 of this chapter), as applicable,

will be addressed in letter-style narrative on the addendum page(s). Additionally, specific comments on potential for promotion and assignments to command, staff, and advanced schooling are desired. The use of addendum pages for these comments is essential in fully automating, forwarding, and processing reports. The number of addendum pages is not limited, but concise narrative is desired.

(5) Fitness Reports written on Lieutenant Colonels, Master Sergeants and First Sergeants are encouraged, but are not required to, incorporate language listed in paragraph (9) of this instruction within their section I and/or K comments as appropriate.

(6) When the RS is a flag officer or equivalent and a RO chain does not exist per chapter 2, paragraph 4, and one is not otherwise prescribed, special handling instructions of such a situation are contained in chapter 2, paragraph 10f (5).

(7) N/O (chapter 3, paragraph 6) and extended (chapter 3, paragraph 7) fitness reports require only pages 1 and 5 with justification comments entered in section I.

(8) If observation and knowledge of MRO's performance permits, the RO shall complete items K-1, K-2, and K-3 per the provisions of paragraph 14 of this chapter. The RO's directed and evaluative comments in item K-4 may be extended onto an addendum page, if needed. The number of addendum pages is not limited, but concise narrative is desired.

(9) Due to the unique use of Colonel, Chief Warrant Officer 5, Sergeant Major, and Master Gunnery Sergeant fitness reports, ROs will specifically address the following, as applicable, in regards to the MRO's current assignment and future potential:

(a) Articulate the MRO's ability to serve at the next level with an emphasis on how that MRO uses his or her authority, persuasion, and personality to accomplish tasks.

(b) Discuss the MRO's operational competence in a complex, demanding-ever changing environment while maintaining the ability to adapt in order to effectively eliminate friction and identify gaps.

(c) Summarize the MRO's ability to manage commander's intent and execute higher expressed goals while fostering a positive command climate with an emphasis on readiness, mission, diversity, and accountability.

(d) Describe the MRO's ability to develop and mentor subordinates, peers, and seniors within their respective billet assignments or commands.

(e) Discuss the MRO's capability to manage time, resources, and constraints while executing sound and timely decisions that benefit the organization assigned.

(f) Capture the MRO's ability to utilize their foresight in order to identify future problems and mitigate those issues using their ingenuity and insight gained from previous experience.

(10) All pages with signature lines will be signed, as applicable.

3. Instructions for Completing Section A (Administrative Information)

a. Item 1, (Marine Reported On). Complete as follows:

(1) Item 1a, (Last Name). Enter the MRO's last name (and suffix (e.g., JR), if appropriate).

(2) Item 1b, (First Name). Enter the MRO's first name.

(3) Item 1c, (MI). Enter the MRO's middle initial (without a period). If no middle initial, leave this item blank.

(4) Item 1d, (DOD ID). Enter the MRO's DoD Identification Number (DOD ID), expressed as 10 digits without spaces or hyphenation. This number is the most critical administrative item of information entered on the form. An incorrect or missing DOD ID number will preclude or delay the entry of the report into the Marine's record.

(5) Item 1e, (Grade). Enter the MRO's grade using the appropriate grade abbreviation:

| <u>Enlisted</u> | | <u>Officer</u> | | |
|-----------------|--------|----------------|-------|--------|
| SGT | 1STSGT | WO | 2NDLT | LTCOL |
| SSGT | MGYSGT | CWO2 | 1STLT | COL |
| GYSGT | SGTMAJ | CWO3 | CAPT | BGEN |
| MSGT | | CWO4 | MAJ | MAJGEN |
| | | CWO5 | | |

(6) Item 1f, (DOR). Enter the MRO's date of rank in the 8-digit format (YYYYMMDD) for the grade listed in item 1e. Note: Enter "FROCKED" for frocked Marines.

(7) Item 1g, (PMOS). Enter the 4-digit code representing the MRO's PMOS.

(8) Item 1h, (BILMOS). Enter the 4-digit code representing the MOS specified for the billet and identified in the organization's table of organization (T/O). If there is no duty MOS for the billet or if the MRO is a student, then enter "N/A".

b. Item 2, (Organization). When using A-PES, the MCC, RUC, and Unit Description will automatically populate based on Marine Corps Total Force System (MCTFS) information. Ensure the correct codes are used to represent the MRO's assigned unit during the reporting period. Complete as follows:

(1) Item 2a, (MCC)

(a) For Active Component, AR, SMCR, and IMA members enter the 3-character code that identifies the MRO's assigned monitored command (e.g., "121" indicates the 1st Marine Division). Reference (1) lists current MCC codes. When mobilized in the Reserve Component, use the mobilization MCC.

(b) For IRR members under Reserve Counterpart Training (RCT) or reservists performing active-duty operational support (ADOS) orders, use the MCC of the unit at which they performed the duty.

(c) For MTU members use "MTU". Note: For those Marines joined to reporting units for administrative purposes, item 2a must reflect HQMC assigned MCCs and not the administrative units' MCCs.

(2) Item 2b, (RUC). Enter the 5-character numeric code that identifies the specific command or unit to which a Marine is assigned for duty (e.g., "11221" indicates 2nd Battalion, 7th Marines). Reference (1) contains the listing for all RUCs. For Reserve members serving on active duty away from their parent command, other than annual training, enter the RUC of the unit at which they performed the duty. Enter MTU designation in this space for members of an MTU (e.g., "DC1").

(3) Item 2c, (Unit Description). Enter the name of the Marine's parent organization. When the report is on a Marine in a TAD status, identify the command to which the MRO is attached for TAD purposes. Avoid local abbreviations and acronyms in descriptive titles; use only standard abbreviations identified in reference (m).

c. Item 3, (Occasion and Period Covered). Complete as follows:

(1) Item 3a, (OCC). Enter the two-letter code from chapter 3, paragraph 3c that identifies the appropriate reporting occasion for the report.

(2) Item 3b, (From/To). Enter the 8-digit (YYYYMMDD) beginning (from) and ending (to) dates of the reporting period.

(a) The beginning date is the first day after the ending date of the last submitted report; check the date gap tracker tool on the MMRP Tab via A-PES.

(b) The ending date of the reporting period for Marines who receive promotions, commissions, frockings, and reductions is the day the Marine is actually promoted, commissioned, frocked, or reduced.

(c) RSs should identify periods of non-availability in excess of 30 consecutive days in section I (see chapter 3, paragraph 5b).

(3) Item 3c, (Type). Enter the 1-letter code that identifies the type of duty being reported as follows:

(a) "N" for normal peacetime reporting.

(b) "C" for combat (see paragraph 12d(1)(a) of this chapter for directed comments requirements and chapter 6, paragraph 3e for Combat Report Criteria).

(c) "J" for joint duty (see paragraph 12d(1)(a) of this chapter for directed comments requirements and description of circumstances that warrant a joint report).

(d) "B" for both combat and joint (see paragraphs listed above for "C" and "J" type reports).

(e) "A" for academic and training duty (see chapter 6, paragraph (4)). Use code "A" for students only.

d. Item 4, (Duty Assignment (Descriptive Title)). Enter the abbreviated description of the duty assignment and the command level to which the MRO is assigned.

(1) The RS may use clearly recognizable abbreviations from reference (m).

(2) Use the title that most clearly describes the primary duty and responsibilities of the MRO; it need not be the T/O billet title (e.g., T/O lists the MRO as a squadron pilot and the line number indicates assistant operations officer).

(3) Use "COMMANDING OFFICER" or "MEMBER" as the descriptive title for MTU Marines as appropriate.

e. Item 5, (Special Case). Complete as follows:

(1) Item 5a, (Adverse). Mark this block with an "X" to indicate that the contents of the report constitute an adverse evaluation of the MRO. Refer to Chapter 5 when preparing an adverse report. Note: If the RO renders the report adverse, ensure the block is marked with an "X", especially when using the .pdf form.

(2) Item 5b, (Not Observed). Mark this block with an "X" to indicate that the report is N/O per the provisions of chapter 3, paragraph 6. Note: If marked, the RS will not complete sections C through H.

(3) Item 5c, (Extended). Mark this block with an "X" to indicate that the report is extended per the provisions of chapter 3, paragraph 7. Note: If marked, the RS will not complete sections B through H.

f. Item 6a, (Marine Subject of:). Complete as follows:

(1) Item 6a, (Commendatory Material)

(a) Mark the block with an "X" if the MRO was the subject of any of the following:

1. Presentation of a personal military decoration as defined in reference (n). Note: Do not mark this block for award recommendations. The RS can address the circumstances surrounding the award recommendation in section I as appropriate; however, the RS cannot discuss pending award recommendations per reference (n).

2. Presentation of a Certificate of Commendation, Meritorious Mast, or Letter of Appreciation when the certificate addresses the Marine by name, as defined in reference (n).

3. Presentation of an aviation safety award.

4. Presentation of a certificate of scholarship achievement presented upon graduation from a formal course of instruction (not to be confused with a course completion certificate or diploma). This also applies

to civilian education if the MRO is named for a scholastic achievement such as the Dean's List or the Honor Roll.

5. Presentation of a certificate as the honor graduate or Gung Ho award recipient from a resident PME school.

6. Presentation of miscellaneous commendatory correspondence recognizing the Marine by name for individual achievement (humanitarian effort, public service, community involvement, etc.).

(b) Receipt of the Good Conduct Medal or a certificate for achieving a high score on either the PFT or CFT is not considered commendatory for fitness report purposes.

(c) The RS must comment on the nature of the commendatory material in section I.

(d) Do not submit award citations or other commendatory documentation with the fitness report.

1. Per the provisions of reference (n), forward awards to the CMC Military Awards Branch (MMMA) as appropriate. Once authenticated, MMMA will forward a copy of the award to MMRP-20 for inclusion in the Marine's OMPF.

2. Commanding officers should forward copies of other commendatory documentation authorized for inclusion in the OMPF to the CMC (MMRP-20) under a separate cover letter. Ensure all documents are dated and contain the Marine's DOD ID.

(2) Item 6b, (Derogatory Material). Report all derogatory material on the next reporting occasion. Mark the block with an "X" if the MRO was the subject of derogatory material or incident reports received by the RS from outside the reporting chain, or from within the reporting chain above the RS- level during the reporting period. This mark will render the report adverse; refer to Chapter 5 when completing the fitness report.

(a) Examples of derogatory material include, but are not limited to:

1. The MRO received an administrative letter of censure from the Secretary of the Navy.

2. Reports of convictions by civilian courts not addressed in paragraph 3f(3) of this chapter, excluding minor traffic violations. Note: Reckless driving convictions, where the ingestion of alcohol was a factor, and other lesser charges of driving under the influence are not considered minor offenses.

3. The MRO's commander lawfully disposes of substantiated criminal allegations through means other than NJP, court-martial, or administrative separation.

a. Rule for Courts-Martial 306, found in Part II of reference (h), allows a commander to take administrative action in the form of counseling, admonition, reprimand, exhortation, disapproval, criticism,

censure, reproach, rebuke, extra military instruction, or the administrative withholding of privileges, or any combination of the above.

b. If the RS is convinced that the MRO committed an offense (i.e., the incident has a strong, credible, factual basis), and the commander disposed of the incident through one of the administrative actions described above, then the RS may record the misconduct in section I, provided:

(1) The fitness report system is not being used in lieu of disciplinary action to make a factually weak or difficult case stick;

(2) The MRO has an opportunity to respond; and

(3) The misconduct is relevant to MRO's overall performance.

4. Notification of revocation of the MRO's driving privileges if the revocation was due to a pattern of vehicular infractions and/or contempt for authority and reflects adversely on the Marine and the Marine Corps.

5. Letters from the commanding officers at other installations banning the MRO from on-base facilities.

6. Letters of substantiated indebtedness, especially in cases in which the MRO fails to repay the debt.

7. The Marine is found to be incompetent, either technically or professionally, at a Competency Review Board (CRB), whether the reduction in rank is suspended or not. This does not include reduction in grade as a result of failure to complete a commissioning program per reference (o).

8. Aircrew subject to a FSSB in which the DC AVN decides to revoke the MRO's right to wear aviation insignia, revoke the MRO's flight status, or place the MRO in a probationary flight status per reference (i). This specific type of derogatory material shall be immediately reported via a DC report per the provisions of chapter 3, paragraph 4b(5)(h) and reference (i).

(b) Receipt of a 6105 counseling entry does not automatically constitute derogatory material on the next fitness report. The reporting officials must consider the substance of the entry and the provisions of paragraph 3f(2)(c) of this chapter to determine if, in their judgment, the entry is sufficiently derogatory in nature to render the fitness report adverse. Ensure the entry is in the MRO's OMPF prior to submission of the fitness report. Note: All Page 11 or 6105 counselings should be submitted to the Marine's OMPF in accordance with reference (m), regardless of content.

(c) RSs must exercise fair and prudent care to ensure that the derogatory material is supported by a preponderance of the evidence, or is a matter acknowledged by the MRO, and the report is not being used in lieu of appropriate disciplinary action under reference (h).

(d) The RS must comment on the nature of the derogatory material or incident in section I.

(e) Do not attach the derogatory material to the fitness report. Forward derogatory material authorized for filing per reference (m) under separate cover letter to the CMC (MMRP-20) for inclusion in the appropriate portion of the Marine's OMPF.

(3) Item 6c, (Disciplinary Action). Report all disciplinary action via a DC report per the provisions of chapter 3, paragraph 4b(5)(a). Mark the block with an "X" when the MRO is the subject of disciplinary action during the reporting period, or when the appellate process from a previous reporting period completes adjudication, and the results are reportable as discussed below. This mark will render the report adverse. Refer to Chapter 5 when completing the fitness report.

(a) Disciplinary action is defined as NJP, courts-martial conviction, or civil criminal conviction.

(b) If charges are dismissed before imposition of punishment or there is an acquittal, do not reference the matter in the fitness report.

(c) "Civil criminal conviction" includes:

1. Any conviction of an intoxicated driving offense. Note: Reckless driving convictions, where the ingestion of alcohol was a factor, and other lesser charges of driving under the influence are not considered minor offenses.

2. Any conviction of another offense if:

a. A punitive discharge would be authorized for the same or closely related offense under reference (h); or

b. The maximum imposable sentence could include confinement for six months or more.

3. A court finding consistent with a plea of "no contest" for offenses described in paragraph 3f(3)(c)2 of this chapter.

4. Report civilian convictions resulting in a finding of guilt during the reporting period in which the announcement of the findings of the court occurs.

5. It is immaterial whether as a result thereof, probation is imposed; a sentence is executed; execution of a sentence is deferred, delayed, or suspended; or, by local law, custom, or procedure, charges are dismissed or expunged from civil courts' records after payment of fine, completion of a term in jail or penitentiary, or completion of a period of probation. These actions do not change the character of the initial misconduct.

(d) Report summary, special, or general courts-martial resulting in a finding of guilt upon completion of the CA's action, or when automatic reduction provisions set forth in reference (h) are effected, and during the reporting period in which the announcement of the findings of the court occurs.

1. Do not delay submitting the DC report while awaiting an appeal by the MRO. If the appeals process overturns or dismisses the

conviction, refer to Chapter 10 for guidance to correct the fitness report record.

2. If a CH or TR report comes due prior to completion of the CA action, the RS must submit the CH or TR report without reference to the court-martial. Note: Reporting officials and commanders must ensure continuity of reporting by informing the MRO's new RS by official correspondence of the results of the CA's action.

3. If any other reporting occasion comes due prior to completion of the CA's action, the RS should forego submission of that report and reference the occasion in section I of the DC report once the disciplinary action is complete.

(e) Report NJP upon a finding of guilt unless the MRO appeals the findings.

1. If the MRO appeals the NJP findings, the RS must delay submitting the DC report until resolution of the appeal.

2. If a CH or TR report comes due prior to resolution of the appeal, the RS should submit the CH or TR report without reference to the NJP. Note: Reporting officials and commanders must ensure continuity of reporting by informing the MRO's new RS of the disposition of any pending appeal.

3. If any other reporting occasion comes due prior to resolution of the appeal, the RS should forego submission of that report and reference the occasion in section I of the DC report once the NJP appeal is complete.

(f) The RS must briefly comment on the circumstances of the disciplinary action in section I, not merely list the articles for which the MRO was convicted.

(g) The reporting officials should ensure the Unit Punishment Book (UPB) entry, and the appropriate MCTFS entry to document the disciplinary action, is in the MRO's record prior to submitting the fitness report.

(h) Do not attach materials relating to the disciplinary action to the fitness report. Forward materials relating to the disciplinary action under separate cover letter to the CMC (Judge Advocate Division (JPL) for officers; MMRP-20 for enlisted) for approval and inclusion in the Marine's OMPF.

(i) Do not reference the actual non-punitive letter of caution (NPLOC) (admonition or reprimand) in any part of the fitness report; however, the MRO's actions that led to the receipt of a NPLOC may be addressed in the report.

(j) Delay reporting the results of pending civil and/or criminal action for Reserve members transferred to the IRR until resolution of the pending action. If the MRO is found guilty in whole or in part, report the results as supplemental information in accordance with Chapter 5 and chapter 8, paragraph 10.

g. Item 7, (Recommended For Promotion). Promotion reflects recognition of consistent competitive performance over a career. The burden for that consistency belongs with the MRO. Item 7 permits the RS to recommend the MRO for promotion based on his or her exhibited performance during the reporting period and the RS's assessment of that performance and the Marine's potential.

(1) Mark block 7a (Yes) if the RS recommends the MRO for promotion with contemporaries. Marking block 7a indicates the RS considers the MRO promotable when eligible for consideration for selection for promotion. Also mark when report is identified in item 5 section A as "extended".

(2) Mark block 7b (No) if RS does not recommend the MRO for promotion with contemporaries. This recommendation should not be based solely on the fact that the MRO was previously convicted or is pending release from the Marine Corps. Not recommending a Marine for promotion renders the report adverse per chapter 5, paragraph 1d(1)(c). When marking this block, the RS must do the following:

(a) Provide justification with additional comments in section I.

1. A mark in block 7b cannot be used without simultaneous documentation of the MRO's adverse performance or conduct during the period. Not recommending a Marine for promotion simply because the RS does not believe the MRO should be promoted violates the spirit and intent of this Order.

2. The RS will not justify a mark of "No" solely on an existing medical problem, since that decision rests with competent medical authorities.

(b) Enter one of the following statements in section I:

1. "I recommend that the MRO not be promoted with contemporaries."

2. "I recommend that the MRO not be promoted at any time."

(3) Mark block 7c, (N/A) if:

(a) The reporting occasion for the report is a GC.

(b) The MRO is a Chief Warrant Officer 5, LDO Lieutenant Colonel, Sergeant Major, or Master Gunnery Sergeant.

(c) Item 5b (Not Observed) is marked in section A.

(4) Accelerated Promotion. Do not mark any block if the RS recommends the MRO for promotion ahead of contemporaries (accelerated promotion).

(a) RSs should reserve an accelerated promotion recommendation strictly for the Marine who is "the one above" and who is eminently capable of immediately assuming the responsibilities of the next higher grade.

(b) Per the provisions of reference (n), regarding enlisted promotions, the accelerated promotion program is designed to provide

selection opportunity to Sergeants and Staff Sergeants who do not meet the DOR or AFADBD (USMC and AR) or PEBD (IRR/SMCR) cutoff required for below-zone consideration, are PME complete, and who are otherwise eligible for promotion.

(c) The only effect of recommending a Sergeants or Staff Sergeants for accelerated promotion is that the Marine will be added to the below zone on the next promotion board if the Marine does not currently meet the criteria to be in the below zone. A recommendation for accelerated promotion does not guarantee that a Marine will be considered for promotion. The president of the promotion board is the ultimate authority on which packages are approved for consideration.

(d) Reporting Senior (RS)

1. Enter the following statement at the conclusion of the Directed Comments in section I: "I recommend that the MRO be considered for promotion ahead of contemporaries."

2. Attach a separate addendum page to the fitness report per paragraph 15 of this chapter. Provide supporting rationale for the recommendation. This is a separate and distinct procedure from the narratives that report performance in sections C and I and any justifications for sections D through H.

(e) Reviewing Officer (RO). Separate from the mark in section K, item 2, the RO must make a specific concurring or non-concurring comment in section K concerning the recommendation for accelerated promotion. Non-concurrence is not considered adverse. Note: If the RO's knowledge and observation of the MRO is insufficient, the RO should comment on this fact in section K, stating that he or she can neither concur nor non-concur with the recommendation for accelerated promotion.

h. Item 8, (Special Information). Complete as follows:

(1) Item 8a, (QUAL). Enter the two-letter code from the list below that reflects the MRO's rifle qualification status and pistol qualification status in the block, if the qualification occurred during the reporting period. Enter the rifle qualification code as the first letter and the pistol qualification code as the second letter.

Rifle/Pistol Codes

| | |
|---------------------|-----------------------------|
| D - (distinguished) | N - (not required) |
| E - (expert) | U - (unqualified) |
| S - (sharpshooter) | X - (required did not fire) |
| M - (marksman) | |

(a) Marksmanship data will reflect the MRO's results per reference (p), the entry-level and sustainment marksmanship training with the service rifle and service pistol, that occurred during the reporting period and were officially recorded in MCTFS.

(b) Use the code "D" for a Marine who is exempt from qualifying because he or she is a distinguished shooter. Refer to reference (p) for requirements to maintain the distinguished shooter qualification.

(c) Use codes "E", "S", or "M" as appropriate to reflect the MRO's qualification/requalification classification.

(d) Use code "N" if:

1. The MRO is not required to requalify or the requirement is waived per the exceptions to qualifications described in reference (p).

2. The MRO cannot requalify due to a domestic violence conviction and falls under the provisions of the 30 September 1996 Lautenberg Amendment to the Gun Control Act of 1968. Note: Only comment per chapter 5, paragraph 1d(4)(1).

3. The MRO was required to qualify but the event was not scheduled during the reporting period. Note: Code "N" has no adverse connotations.

4. The MRO qualified, requalified, or failed to qualify during the current annual qualification period, but the event occurred during a previous reporting period.

(e) Use code "U" for a Marine who fails to qualify/requalify. Note: Code "U" has adverse implications if the RS deems the MRO's failure to qualify resulted from a lack of effort or negligence on the part of the MRO per reference (p).

(f) Use code "X" if the MRO was required to, but did not, fire during the annual qualification/requalification period (i.e., medical reasons, TAD, etc.). Note: Code "X" has adverse implications if the RS deems the MRO did not fire because of a lack of due diligence on the part of the Marine. In this context, lack of due diligence reflects the MRO failing to get scheduled on a firing detail or ignoring a scheduled range assignment.

(g) The RS must provide an amplifying comment in section I when marking item 8a with codes "U" or "X".

(2) Item 8b, (PFT). Enter the four-letter/digit code from the list below that reflects the MRO's PFT score status, if the PFT was completed during the reporting period.

PFT Codes

A - (passed with 1st class, 3-digit score)
B - (passed with 2nd class, 3-digit score)
C - (passed with 3rd class, 3-digit score)
F - (failed, 3-digit score)
RDNT - (required did not take)
NMED - (not medically qualified)
PART - (passed partial PFT)
NREQ - (not required)

(a) PFT data will reflect the MRO's results per MCO reference (q) which occurred during the reporting period and is the most recent score officially recorded in MCTFS. PFTs taken for CG or IG inspections or as part of formal school or course induction will also be appropriately recorded in item 8b. If any of the latter PFTs and an officially scheduled semiannual (SA) PFT occur in the same reporting period, the official PFT recorded in

MCTFS will go in item 8b and the latter PFT results in section I comments. A failure in any of the PFTs renders the report adverse.

(b) Report remedial PFT scores in section I as appropriate.

(c) Use codes "A", "B", or "C" together with the three-digit score as appropriate to report the MRO's passing PFT result.

(d) Use code "F" together with the three-digit score to report the MRO's failure of the PFT (e.g. "F135" vice "F0"). This code indicates the MRO's failure to meet a Marine Corps standard and makes the report adverse.

(e) Use code "RDNT" if the MRO was required to, but did not take the PFT. Note: Code "RDNT" has adverse implications if the RS deems the MRO did not take the PFT because of a lack of due diligence on the part of the Marine. The RS must provide an amplifying comment in section I when using this code.

(f) Use code "NMED" if the MRO is unable to take or pass the PFT because of a medical condition. Note: The RS must provide an amplifying comment in section I.

(g) Use code "PART" if the MRO took and passed a partial PFT. Note: The RS must provide an amplifying comment in section I. Specify the two events completed and the MRO's score in the amplifying comment.

(h) Use the code "NREQ" if:

1. The MRO did not run a PFT because none was required during the reporting period.

2. The PFT requirement was waived for units deployed to a combat zone, the RS must state the waiver authority in section I.

(i) If the MRO failed a scheduled PFT during the reporting period, but the PFT is not the last result entered into MCTFS during the reporting period, the RS must comment on the prior failure in section I. Note: Failure of a scheduled PFT constitutes adversity (see Chapter 5).

(j) If the MRO is pregnant, use code "NMED" and state, "MRO was medically exempt from taking the PFT", in section I. If the MRO voluntarily took the PFT during the reporting period, report the result using the appropriate PFT code.

(3) Item 8c, (CFT). Enter the four-letter/digit code form the list below that reflects the MRO's CFT score status, if the CFT was completed during the reporting period.

CFT Codes

A - (passed with 1st class, 3-digit score)
B - (passed with 2nd class, 3-digit score)
C - (passed with 3rd class, 3-digit score)
F - (failed, 3-digit score)
RDNT - (required did not take)

NMED - (not medically qualified)
PART - (passed partial CFT)
NREQ - (not required)

(a) CFT data will reflect the MRO's results per reference (q) which occurred during the reporting period. CFTs taken for CG or IG inspections or as part of a formal school or course induction will also be appropriately recorded in item 8c. If any of the latter CFTs and an officially scheduled annual CFT occurs in the same reporting period, the official CFT recorded in MCTFS will go in item 8c and the latter CFT results in section I comments. A failure of any portion of the CFT during the reporting period renders the report adverse.

(b) Report remedial CFT scores in section I as appropriate.

(c) Use code "A", "B", or "C" together with the three-digit score as appropriate to report the MRO's passing CFT result.

(d) Use code "F" together with the three-digit score to report the MRO's failure of the CFT (e.g. "F135" vice "F0"). This code indicates the MRO's failure to meet a Marine Corps standard and makes the report adverse.

(e) Use code "RDNT" if the MRO was required to, but did not take the CFT. Note: Code "RDNT" has adverse implications if the RS deems the MRO did not take the CFT because of a lack of due diligence on the part of the Marine. The RS must provide an amplifying comment in section I when using this code.

(f) Use code "NMED" if the MRO is unable to take or pass the CFT because of a medical condition. Note: The RS must provide an amplifying comment in section I.

(g) Use code "PART" if the MRO took and passed a partial CFT. Note: The RS must provide an amplifying comment in section I. Specify the event(s) completed and the MRO's score in the amplifying comment.

(h) Use the code "NREQ" if:

1. The MRO did not run a CFT because none was required during the reporting period.

2. If the CFT was waived for units deployed to a combat zone. The RS must state the waiver authority in section I.

(i) If the MRO failed a scheduled CFT during the reporting period, but the CFT is not the last result entered into MCTFS during the reporting period, the RS must comment on the prior failure in section I. Note: Failure of a scheduled CFT constitutes adversity (see Chapter 5).

(j) If the MRO is pregnant and has a waiver for the CFT, use code "NMED" and state, "MRO was medically exempt from taking the CFT", in section I. If the MRO voluntarily took the CFT during the reporting period, report the result using the appropriate CFT code.

(4) Item 8d, (HT (in.)). Enter the MRO's accurate height in inches. Note: The height from the MRO's most recent official weigh-in, as outlined in reference (r), must be used.

(5) Item 8e, (WT)

(a) Enter the MRO's accurate weight in pounds. Note: The weight from the MRO's most recent official weigh-in, as outlined in reference (r), must be used.

(b) If the MRO's weight exceeds the maximum allowable standard, enter the MRO's body fat percentage in item 8f (Body Fat).

(c) If the MRO is pregnant or in the postpartum period (convalescent leave/first six months of full duty following a medical determination to return to full duty), omit the weight and enter the four letter code "PREG".

(6) Item 8f, (Body Fat)

(a) Enter the MRO's body fat percentage as a one or two-digit number if the MRO's weight exceeds the standard. Example: Enter "9" for an MRO whose body fat percentage is 9 percent, or "21" for an MRO whose body fat percentage is 21 percent.

(b) Leave this item blank if the MRO's weight is within maximum allowable standards or the MRO is pregnant.

(c) If the body fat percentage reported is within the standards defined in reference (r) for the MRO's age group, a directed comment is required stating that the MRO is within standards.

(d) If the body fat percentage reported is greater than the maximum allowed for the MRO's age group per reference (r), the report is adverse unless:

1. Section I states that an appropriately credentialed health care provider diagnosed the individual's weight condition to be the result of an underlying cause or associated disease process.

2. Section I states that the MRO has been granted a BCP waiver per reference (r).

3. Section I states, "MRO is exempt from body fat limits due to his/her PFT and CFT scores"; or, "MRO is within body fat limits due to the one percent allowance given for his/her PFT and CFT scores."

(e) See paragraph 12d(1)(1) of this chapter and chapter 5, paragraph 1c(2) for additional instruction in the event the MRO's body fat percentage is within the acceptable standards, but the MRO's military appearance is not acceptable.

(7) Item 8g, (Reserve Component). Use this item for Reserve Component Marines only. The RS must enter the abbreviation SMCR, IMA, IRR, MTU, or AR reflecting the Reserve Component to which the Marine belonged during the reporting period.

(8) Item 8h, (Status). Use this item only for gunnery sergeants.

(a) Enter "F" if the MRO's promotion preference as indicated on the MROW is first sergeant or "M" if the preference is master sergeant.

(b) Leave this item blank for all other grades, and on "GC" reports.

(c) The RS must comment in section I, recommending what grade the gunnery sergeant is best qualified to fill. This comment is the RS's observation and is not required to agree with the MRO's preference in this block. Note: No section I comment is required for N/O reports.

(d) RSs must ensure the accuracy of the MRO's preference entered in the block. The RS may not change the MRO's indicated preference, even if the RS does not agree with the selected preference. Once HQMC processes the report, this item cannot be administratively changed by MMRP. Substantive corrections of this nature must be changed by the Board for Correction of Naval Records (BCNR).

(9) Item 8i, (Future Use). Leave blank.

i. Item 9, (Duty Preference). Completion of items 9a and 9b is optional. RSs may comment as deemed necessary in section I concerning the MRO's duty preferences.

(1) Item 9a, (Code). Enter the three-character code indicating the MRO's first, second, and third duty preference.

(a) Use the geographic duty preferences codes and monitored command codes (not school codes) in reference (1).

(b) Indicate three duty preferences for Marines in the AR Program.

(c) Leave item 9a blank for SMCR or IRR Marines.

(2) Item 9b, (Descriptive Title). Enter the titles for the duty preferences indicated in item 9a. Leave item 9b blank for SMCR or IRR Marines.

j. Item 10 (Reporting Senior). Complete as follows:

(1) Item 10a, (Last Name). Enter the RS's last name.

(2) Item 10b, (Init). Enter the RS's first and middle initials.

(3) Item 10c, (Service). Enter the abbreviation from the list below that represents the RS's service affiliation.

Service Abbreviations

| | |
|--------------------------|---------------------------------|
| U.S. Marine Corps - USMC | Army National Guard - ANG |
| U.S. Army - USA | Air Force National Guard - AFNG |
| U.S. Air Force - USAF | Civilian - CIV |
| U.S. Navy - USN | Foreign Military Service - FMS |
| U.S. Coast Guard - USCG | (FMS on .pdf only) |

(4) Item 10d, (DOD ID). Enter the RS's 10-digit DOD ID number without spaces or hyphenation. Leave blank if the RS does not have a DOD ID number.

(5) Item 10e, (Grade)

(a) Enter the abbreviation from the list below that represents the RS's military grade.

Officers (USMC, USA, USAF)

| | |
|--------------------------------|--------------------------------|
| WO - Warrant Officer | CWO4 - Chief Warrant Officer 4 |
| CWO2 - Chief Warrant Officer 2 | CWO5 - Chief Warrant Officer 5 |
| CWO3 - Chief Warrant Officer 3 | |
| 2NDLT - Second Lieutenant | COL - Colonel |
| 1STLT - First Lieutenant | BGEN - Brigadier General |
| CAPT - Captain | MAJGEN - Major General |
| MAJ - Major | LTGEN - Lieutenant General |
| LTCOL - Lieutenant Colonel | GEN - General |

Officers (USN, USCG)

| | |
|--------------------------------|--------------------------------|
| WO - Warrant Officer | CWO4 - Chief Warrant Officer 4 |
| CWO2 - Chief Warrant Officer 2 | CWO5 - Chief Warrant Officer 5 |
| CWO3 - Chief Warrant Officer 3 | |
| ENS - Ensign | CAPT - Captain |
| LTJG - Lieutenant Junior Grade | RDML - Rear Admiral Lower Half |
| LT - Lieutenant | RDMU - Rear Admiral Upper Half |
| LCDR - Lieutenant Commander | VADM - Vice Admiral |
| CDR - Commander | ADM - Admiral |

(b) If the RS is a civilian, enter the appropriate grade without using a dash (i.e., "GS11" vice "GS-11").

(c) If the RS is a foreign military officer, use the equivalent U.S. military grade.

(6) Item 10f, (Duty Assignment). Enter the RS's duty assignment.

k. Item 11, (Reviewing Officer). Complete as follows:

(1) Item 11a, (Last Name). Enter the RO's last name.

(2) Item 11b, (Init). Enter the RO's first and middle initials.

(3) Item 11c, (Service). Enter the abbreviation from the list for item 10c that represents the RS's service affiliation.

(4) Item 11d, (DOD ID). Enter the RO's 10-digit DOD ID number without spaces or hyphenation. Leave blank if the RO does not have a DOD ID number.

(5) Item 11e, (Grade)

(a) If the RO is a member of the U.S. military, enter the abbreviation from the list for item 10e that represents the RO's military grade.

(b) If the RO is a civilian, enter the appropriate grade without using a dash (i.e., "GS15" vice "GS-15").

(c) If the RO is a foreign military officer, use the equivalent U.S. military grade abbreviation from the list for item 10e.

(6) Item 11f, (Duty Assignment). Enter the RO's duty assignment.

4. Instructions for Completing Section B (Billet Description)

a. Purpose. This section of the fitness report provides the reporting senior an opportunity to describe the scope of duties which form the basis for evaluating the MRO during the reporting period. The billet description should not restate the prerequisites of the Marine's MOS; it should highlight for the reader of the report the nature of the billet and the MRO's significant responsibilities as they relate to the accomplishment of his or her unit's or organization's mission during the reporting period.

b. Process

(1) Given the report's space limitations, the MRO's billet description must focus on the essential elements of his or her billet in specific and concise terms.

(2) RSs must complete section B for all reports except extended reports.

(3) At a minimum, the RS should describe those duties and responsibilities considered most important; it should frame the RS's expectation of the MRO. It must focus on acceptable standards vice goals.

(4) Within 30 days of establishing the reporting relationship between the RS and the MRO, the RS and MRO should meet to establish and formalize the MRO's billet description. The RS should ensure that the MRO begins a MROW.

(5) This does not mean that a billet description developed at the start of the reporting period is inflexible. What appears in section B must, by necessity, be a guideline; it is subject to adjustment, addition, and deletion based upon the dynamic nature of any single reporting period.

(6) Section B does not necessarily remain the same from one reporting period to the next.

(7) Section B is not a contract between RS and MRO, but a general understanding between the two of the basic duties inherent to the billet.

c. Structure and Content

(1) RSs must restrict section B comments to the space provided; no additional comments or addendum pages are authorized.

(a) Make entries using bulletized text format.

(b) Precede each entry by a distinctive mark (e.g., a circle or dash).

(2) Entries will highlight the MRO's significant primary, additional, and special duties assigned by the RS.

(a) Limits on space require the RS to determine those areas deemed most important for that reporting period.

(b) Billet descriptions for Marine aviators should include aeronautical-related duties as appropriate.

(3) When preparing this section:

(a) Omit superlative adjectives, needless statistics, and imprecise phrasing.

(b) Make comments objective so as not to create any unintended valuation of the particular billet.

(c) Normal capitalization rules apply. Do not use UPPERCASE, underlining, "quotation marks," **boldface**, *italics*, or punctuation (!&%?...) in exclamation.

(4) Limit abbreviations and acronyms to those widely understood and included in the service glossary of acronyms and terms in reference (m).

(5) As appropriate, use specific performance standards in section B. Performance standards are part and parcel of the discussions between RS and MRO. Such specifics are elements of the personal counseling program that the RS conducts within the unit, forming the basis for a continuing program of direction, discussion, guidance, and correction. Select the most significant standards; do not try to list them all.

d. Modifications to the Billet Description. An MRO's billet description is not an inflexible, unchanging element of the performance report and should never be viewed as final.

(1) It is an integral, fundamental link to an effective PES and will receive the greatest attention at the beginning of an evaluation period when the MRO is new to a billet, and at the end of a marked period when the RS and MRO review and update the billet description as appropriate.

(2) During the course of the reporting period, the RS can change or modify the billet description. The completed billet description should reflect significant duties and responsibilities performed by the MRO over the course of the reporting period.

(3) To ensure understanding, the RS must, as soon as practical, discuss any changes in the billet description with the MRO. The duties and responsibilities list serves to guide the MRO, RS, and RO in the focus and direction of the performance evaluation, and shall not tie the hands of the RS in creating a professionally objective report of the MRO's performance.

5. Instructions for Completing Section C (Billet Accomplishments)

a. Purpose. While section B concentrates on the MRO's assigned duties, the focus in section C is on what the MRO accomplished (the MRO's results and achievements). Section C must:

(1) Highlight the MRO's accomplishments that the RS considers most significant for the reporting period. (If applicable, reporting of adverse performance should be reserved for sections D through H and in the section I narrative documentation.)

(2) Complement the information contained in section B by providing an accurate account of exactly what the Marine accomplished in the billet.

(3) Be objective rather than qualitative in nature.

(4) List only the results and achievements themselves and avoid all reference to personal qualities or potential impact of the MRO's contributions. Note: The RS will assess how well the Marine performed assigned duties in sections D through I.

(5) Section C is not completed for extended reports.

b. Process. When MROs submit their section A data to their RS, they should also submit a list of billet accomplishments. The MROW provides a vehicle for this process. Additionally, the RS may find counseling notes and unit input helpful in compiling a list of the Marine's accomplishments for the reporting period.

(1) Completing section C requires the RS to prioritize the Marine's accomplishments and contributions for the reporting period.

(2) Items in section C must relate directly to assigned duties even though these responsibilities may not appear in section B. Note: Do not reference the MRO's participation as a member of a selection board or court-martial.

c. Structure and Content

(1) RSs must restrict section C comments to the space provided; no additional comments or addendum pages are authorized.

(a) Make entries using bulletized text format.

(b) Precede each entry by a distinctive mark (e.g., a circle or dash).

(c) Do not address awards, other commendatory material, adverse material, or disciplinary action in section C. The RS should address commendatory and adverse items in justification comments for sections D through H and in the section I narrative.

(2) Use section C to explain the results of the MRO's execution of his or her billet responsibilities during the reporting period.

(3) When preparing this section:

(a) Omit superlative adjectives, needless statistics, and imprecise phrasing.

(b) Make comments objective, avoid creating any unintended valuation of the particular billet.

(c) Normal capitalization rules apply. Do not use UPPERCASE, underlining, "quotation marks," **boldface**, *italics*, or punctuation (!&%?...) in exclamation.

(4) Entries in section C should be short and direct, using words and phrases commonly understood by most Marines. The RS should complete section C with the reader in mind, avoiding the use of acronyms and terms specific to one community or MOS.

6. Instructions for Completing Sections D, E, F, G, and H

a. General. The fitness report describes the "whole Marine" both on and off duty. This picture goes beyond the MRO's assigned duties (section B) and what the Marine accomplished (section C); it also records the manner in which the Marine discharged those duties and responsibilities. Sections D, E, F, G, and H comprise 14 attributes that give the RS a broad cross-section of areas to evaluate the MRO that the Marine Corps deems most important. Note: The RS shall mark the attribute in section H N/O for all Marines who do not have reporting official responsibilities.

(1) The report divides the 14 attributes into five sections:

- (a) Mission accomplishment.
- (b) Individual character.
- (c) Leadership.
- (d) Intellect and wisdom.
- (e) Fulfillment of evaluation responsibilities

(2) Collectively, these attributes provide a clear picture of the Marine's demonstrated capacities, abilities, and character.

b. Performance-Anchored Rating Scales (PARS). Sections D, E, F, G, and H include PARS for each of the 14 attributes that form the heart of the fitness report.

(1) Performance-Anchored Rating Scales:

(a) Provide complete descriptors for each evaluated attribute. For each attribute, the PARSs reflect:

- 1. The definition of the attribute.
- 2. Descriptions of levels of demonstrated performance related to the attribute.
- 3. A marking gradient.

(b) Reduce the requirement for written comments, provide objectivity and consistency, and center on Marine Corps expectations.

(c) Evaluate the MRO against definitive degrees of performance.

(2) Markings of "A" to "H" correspond to three scaled descriptions to stimulate the RS's cognitive reasoning in making the appropriate selection.

(3) The scales run from left to right; each attribute is distinctly separate from the others.

c. Marking Philosophy. A marking philosophy refers to the weight a RS assigns to the PARS for individual attributes. For example, a certain RS may treat the "B" PAR as a below-average mark, the "C" PAR as an average mark, the "D" PAR as an above-average mark, and so on.

(1) A marking philosophy serves two primary purposes:

(a) It provides RSs with a method to measure the efforts and abilities of Marines across the 14 attributes.

(b) It serves as a practical scale that, when explained at the onset of the reporting relationship, and when coupled with PARS criteria, objectively communicates a RS's expectations.

(2) Marking philosophies are unique to individual RSs.

(3) The PARS descriptors provide the framework for RSs to develop their own marking philosophy. Once a RS has decided on a marking philosophy, they must maintain that same marking philosophy for all ranks and all MOSs for the entirety of their career. If a RS were to change their marking philosophy mid-career it would have drastic effects on the Marines for whom they had previously written fitness reports.

(4) The performance evaluation process has the potential to be a subjective process. It is the RS' responsibility to eliminate as much subjectivity as possible by developing objective criteria, similar to the provided "PARS descriptors," for each individual PAR for all 14 attributes.

(a) For example, a RS, keeping his or her marking philosophy in mind, must set criteria for what rates an A, B, C, D, E, F, and G PAR for the "Performance" attribute for a Sergeant, Staff Sergeant, Gunnery Sergeant, etc. They must then repeat this process for the remaining 13 attributes.

(b) Unlike a RS's marking philosophy, PAR criteria will not remain the same for all ranks, or all MOSs/billets. The RS's PAR criteria must be adapted for each rank and each MOS/billet.

1. For example, the criteria that warrants a "D" attribute mark for the "Leading Subordinates" attribute of a sergeant with an infantry MOS must be kept in perspective of the billet the MRO has been placed in, and the MRO's exhibited effort within that billet. It is unlikely that the billet a sergeant with an administrative MOS is going to be placed in is going to be identical to the billet that an infantry sergeant is placed in. In other words, you are not going to expect the administrative sergeant to be an expert at leading squad-level field exercises and effective squad-level fields of fire; similarly, you would not expect an infantry sergeant to be an

expert at verifying unit diary entries and appropriately tasking Marine Corps Total Force Structure responsibilities.

2. The same rationale applies for Marines of different ranks. If "D" denotes above-average performance within a RS's profile, then it should do so regardless of the MRO's rank; however, the criteria that justifies the "D" attribute mark for a staff sergeant is going to be much different than the criteria that justifies that same mark for a master sergeant. Note: If a RS does not establish distinct PAR criteria for each separate rank, then inflation will be rampant amongst the higher ranking profiles.

(c) In order to establish accurate PAR criteria that will remain valid throughout the RS's career, it is essential that reporting officials:

1. Thoroughly understand an MRO's billet and responsibilities.

2. Receive mentoring from experienced Marines on realistic PAR criteria for all 14 attributes for all ranks.

(5) For each attribute the RS must, at a minimum, give consideration to the individual's grade, experience within grade, and accumulated experience as a Marine.

(6) There is no place for "welcome aboard" reports or other techniques that skew performance records.

(7) Fitness reports document performance during a defined period for a specific set of duties and responsibilities as defined in the billet description.

(8) All Marines grow personally and professionally, but each does so within the bounds of their personal ability. The Marine, by individual performance over the course of a career, develops a record on his or her own merits.

(9) Few Marines can excel in all aspects of their duties. A Marine who is an exceptional leader could be only average in writing skills or knowledge. A Marine who displayed decisiveness in one billet may display hesitancy in another. Only accurate evaluations of each case in the context of time and circumstance will provide the CMC a clear picture of an individual.

(10) A Marine for whom an RS can find no deficiencies in a given area is not, by definition or default, a Marine deserving an "F" or "G" marking; the MRO may well be a solid, commendable "B" or "C".

(11) The purpose of sections D, E, F, G, and H is not to find fault, nor is it to exaggerate the competence of individuals, but rather to objectively evaluate Marines on their own merits. Attribute grades should be earned, not given; they should reflect the MRO's exhibited efforts and results; the marks should not be based on a preconceived or artificial fitness report average.

(12) RSs must not inflate performance. The CMC (MMRP-30) will scrutinize RSs' grading histories in accordance with chapter 8, paragraph 13 and return noncompliant reports.

d. Marking Procedures. The RS must:

(1) Review the descriptors in each PARS thoroughly.

(2) Determine the position on the scale that best reflects the performance or behavior of the MRO during the evaluation period. Grades are earned by the MRO's displayed efforts and apparent results; they are not given to attain a perceived fitness report average or relative value.

e. Mandatory Justifications. All "A," "F," or "G" marks require written justification in the block provided below each section. Do not justify "B," "C," "D," "E," or "H" marks.

(1) Discussion

(a) Unacceptable Performance. An "A" in any of the attributes constitutes an unsatisfactory marking and renders the entire report adverse (see paragraph 3e(1) of this chapter and chapter 5, paragraph 1d).

1. A single event or action may be significant enough to support an unsatisfactory marking.

2. The RS must specifically address the unacceptable performance or deficiency and the conditions under which it occurred in the "JUSTIFICATION" space provided.

(b) Distinguished (Exceptional) Performance. The scaled measures "F" and "G" describe exceptional, sustained performance throughout the reporting period.

1. Rarely should isolated incidents, of themselves, merit a marking in either of these blocks.

2. Marines marked under "G" should reflect "*a truly extraordinary level of performance rarely observed...*"; the few, truly extraordinary Marines observed during the course of one's career. This mark demands significant justification to support such a determination.

(2) Administration

(a) Normal capitalization rules apply. Do not use UPPERCASE, underlining, "quotation marks," **boldface**, *italics*, and punctuation (!&%?...) in exclamation.

(b) Reporting Seniors (RSs) must:

1. Use an addendum page when additional space is needed for justifying an "A", "F", or "G" mark.

2. Use an addendum page when more than one attribute in a section requires justification for an "A", "F" or "G" mark; identify the attribute being addressed D-1, D-2, etc., as applicable.

(c) Support justification for superior markings with concrete examples that reflect the MRO's efforts and accomplishments of the subject trait or characteristic over the course of the reporting period.

1. Since the category description tells how it was done, the justification narrative is what was done - concrete examples without exaggeration.

2. A one-time accomplishment, unless of such noteworthy character as to be appropriate, does not justify an "F" or "G" marking.

(d) Justifications must withstand three tests; they must be:

1. Verifiable.

2. Substantive.

3. Quantifiable (where possible).

(e) In the case of an adverse marking, the justification must clearly describe the nature and conditions of the observed poor performance with appropriate clarity and breadth to support the mark.

f. Not Observed (N/O). The RS should mark block "H" for those instances when the period of observation precludes an accurate assessment. N/O marks should be the exception.

7. Section D - Mission Accomplishment

a. General

(1) Reporting officials should begin every performance evaluation by asking themselves these fundamental questions:

(a) On the basis of the duties I assigned over the course of this reporting period, how well did the MRO perform?

(b) How efficient was the MRO in using the resources at their disposal?

(c) How would I assess this Marine's level of proficiency in the skills needed for this particular billet?

(2) In section D, Mission Accomplishment, the RS provides the CMC answers to the above questions.

(a) These assessments give an overall picture of an evaluated Marine's ability and success getting the job done during the reporting period.

(b) Mission Accomplishment addresses both the ends (results) and the means (how the MRO achieved those results). Section D contains two evaluated attributes that are distinct, separate components of Mission Accomplishment, which, when taken together, provide a balanced overall picture of the Marine: Performance and Proficiency.

b. Performance

(1) Definition. Results achieved during the reporting period. How well those duties inherent to a Marine's billet, plus all additional duties, formally and informally assigned, were carried out. Reflects a Marine's aptitude, competence, and commitment to the unit's success above personal reward. Indicators are time and resource management, task prioritization, and tenacity to achieve positive ends consistently.

(2) Scaled Measurements

(a) "B" marking - Meets requirements of billet and additional duties. Aptitude, commitment, and competence meet expectations. Results maintain status quo.

(b) "D" marking - Consistently produces quality results while measurably improving unit performance. Habitually makes effective use of time and resources. Improves billet procedures and products. Positive impact extends beyond billet expectations.

(c) "F" marking - Results far surpass expectations. Recognizes and exploits new resources; creates opportunities. Emulated; sought after as expert with influence beyond unit. Impact significant; innovative approaches to problems produce significant gains in quality and efficiency.

(3) Discussion

(a) Performance is a comparison of results versus expectations. Every leader has the responsibility to clearly identify expected standards of performance when assigning tasks. The RS must:

1. Ensure that the MRO understands those standards.

2. Use performance standards as a gauge in measuring results. Whereas some subordinates fall short of our expectations, others consistently meet or even surpass what we expect of them.

(b) With performance, the RS makes an overall assessment of the Marine's level of accomplishments during the reporting period. This evaluation takes into account what the Marine had to work with (budget, personnel, material) in accomplishing the tasks assigned and how efficiently and economically the MRO employed his or her available resources.

(c) In addition, answers to the following questions will help determine the appropriate Performance mark:

1. How effective was the MRO in managing time?

2. How thorough was the MRO in ensuring the job was done right every time?

(d) What kind of impact did the MRO's personal performance have within and outside the unit?

c. Proficiency

(1) Definition. Demonstrates technical knowledge and practical skill in the execution of the Marine's overall duties. Combines training,

education, and experience. Translates skills into actions which contribute to accomplishing tasks and missions. Imparts knowledge to others. Grade dependent.

(2) Scaled Measurements

(a) "B" marking - Competent. Possesses the requisite range of skills and knowledge commensurate with grade and experience. Understands and articulates basic functions related to mission accomplishment.

(b) "D" marking - Demonstrates mastery of all required skills. Expertise, education and experience consistently enhance mission accomplishment. Innovative troubleshooter and problem solver. Effectively imparts skills to subordinates.

(c) "F" marking - True expert in field. Knowledge and skills impact far beyond those of peers. Translates broad-based education and experience into forward thinking, innovative actions. Makes immeasurable impact on mission accomplishment. Peerless teacher, selflessly imparts expertise to subordinates, peers, and seniors.

(3) Discussion

(a) Proficiency is the MRO's skill level. Some skills, such as writing ability and time management, are common to many different types of billets. Other skills relate specifically to particular billets and billet MOSs. Reference (s) identifies specific grade-dependent skill levels that the CMC expects Marines to maintain. Note: Use this attribute to assess the aeronautical ability and aircraft-specific tactical proficiency of Marine aviators as appropriate.

1. Leaders can measure these skills in a fairly objective manner. Directives do not formally define all job-related skills; for those not defined, the RS must rely on his or her own technical expertise and knowledge of the billet requirements to determine a Marine's proficiency.

2. When evaluating proficiency, the RS must consider all the skills relevant to the Marine's billet and assess the MRO's skill level based on observed performance.

3. The RS has the obligation to provide the MRO the tools to avoid failure (i.e., proper direction, necessary performance counseling, and the resources to get the job done).

(b) Though closely related, performance and proficiency each warrant independent evaluation. A Marine under an RS's charge may be performing satisfactorily in his or her daily duties, but lacks individual skills. Fellow Marines may be carrying the extra load, covering for a weakness in individual proficiency in order not to hurt the section or platoon. Conversely, one of the RS's Marines may not have met his or her expectations for performance, even though they clearly have the necessary skills for the job. This Marine, for whatever reason, lacks the motivation to fully apply individual talents and get the job done right.

(c) Example. SSgt Smith is an enlisted recruiter at Recruiting Substation (RSS) Norfolk, Virginia. This is his first tour on recruiting

duty, and he's been on the job for about 8 months, since completing recruiter school. As the Commanding Officer, Recruiting Station (RS) Richmond, you are SSgt Smith's reporting senior and his annual fitness report is due.

1. You measure the success of your recruiters primarily on two key indicators: production and basic training completion rate. Smith's "production" - his ability to meet his assigned recruiting goals - has generally been satisfactory, although he fell below production goals two months during this reporting period. Smith's basic training completion rate - how well his recruits fare at Parris Island - is among the lowest in your command.

2. You dispatched a training team from your headquarters about halfway through this reporting period to help Smith identify and correct problem areas affecting his production. Two months ago you personally visited Smith at his office, went along on a home interview with a potential applicant, and spoke at length with his SNCOIC about Smith's performance. From all that you have heard and can observe, Smith handles himself well when conducting interviews, and seems better organized than a good many of your more experienced recruiters. Overall, however, he cannot seem to meet the objectives you have laid out for him.

(d) Explanation. In the situation above, while SSgt Smith's performance was clearly not up to par with your expectations, his proficiency - his skill level - remained high. Your markings in the performance attribute should not influence your markings under proficiency. SSgt Smith rates a fairly high marking in this particular attribute - his demonstrated mastery of those skills required to perform his duties would likely warrant a marking of "C" or "D".

1. Proficiency or skill level is observable. Marines demonstrate their proficiency on the job, and we can measure their expertise by watching them in action.

2. Performance, on the other hand, focuses on the results achieved. In assessing performance we consider only the outcome, rather than the means of achieving those results.

8. Section E - Individual Character

a. General

(1) These attributes distinguish the Marine as an individual and are of the greatest interest to the Marine Corps. Individual Character completes the picture of a "whole Marine."

(2) Sections D, F, and G measure qualities that focus on getting the job done. The Individual Character section focuses on measurable traits of the MRO's individual character such as distinctive mental, physical, moral, and behavioral qualities that each Marine needs. This section contains three attributes: Courage; Effectiveness under stress; and Initiative.

b. Courage

(1) Definition. Moral and physical strength to overcome danger, fear, difficulty or anxiety. Personal acceptance of responsibility and

accountability, placing conscience over competing interests regardless of consequences. Conscious, overriding decision to risk bodily harm or death to accomplish the mission or save others. The will to persevere despite uncertainty.

(2) Scaled Measurements

(a) "B" marking - Demonstrates inner strength and acceptance of responsibility commensurate with scope of duties and experience. Willing to face moral or physical challenges in pursuit of mission accomplishment.

(b) "D" marking - Guided by conscience in all actions. Proven ability to overcome danger, fear, difficulty or anxiety. Exhibits bravery in the face of adversity and uncertainty. Not deterred by morally difficult situations or hazardous responsibilities.

(c) "F" marking - Uncommon bravery and capacity to overcome obstacles and inspire others in the face of moral dilemma or life-threatening danger. Demonstrated under the most adverse conditions. Selfless. Always places conscience over competing interests regardless of physical or personal consequences.

(3) Discussion. Courage has two components: moral and physical. Too often, courage connotes only physical bravery, especially to junior Marines.

(a) Reporting officials should consider moral courage of equal importance to physical bravery. In peacetime, a Marine has more opportunities to display moral courage than physical courage, and has a duty to do so.

(b) Physical courage is possible in specific instances, such as on the battlefield or in emergencies.

(c) Tests involving moral courage occur in wartime, peacetime, and in everyday life. Examples include but are not limited to:

1. Delivering bad news to a commander or disagreeing with a senior.
2. Addressing a military appearance/weight problem with a close subordinate.
3. Counseling subordinates honestly.
4. Assigning Marines to required life-threatening missions.
5. Resisting negative peer pressure.
6. Maintaining integrity when facing a moral dilemma.

(d) Regardless of the type of courage displayed, a Marine exhibiting courage places others' needs above his or her own.

c. Effectiveness Under Stress

(1) Definition. Thinking, functioning, and leading effectively under conditions of physical and/or mental pressure. Maintaining composure appropriate for the situation, while displaying steady purpose of action, enabling one to inspire others while continuing to lead under adverse conditions. Physical and emotional strength, resilience, and endurance are elements.

(2) Scaled Measurements

(a) "B" marking - Exhibits discipline and stability under pressure. Judgment and effective problem-solving skills are evident.

(b) "D" marking - Consistently demonstrates maturity, mental agility, and willpower during periods of adversity. Provides order to chaos through the application of intuition, problem-solving skills, and leadership. Composure reassures others.

(c) "F" marking - Demonstrates seldom-matched presence of mind under the most demanding circumstances. Stabilizes any situation through the resolute and timely application of direction, focus, and personal presence.

(3) Discussion. Effectiveness under stress means working well under pressure.

(a) It requires strength and stamina - physical and mental - and has two results: mission success and inspiring others.

(b) The ability to maintain focus on the task at hand enables both mission success and the ability to inspire others.

(c) Effectiveness under stress is not the same as courage.

1. Courage involves actions where the Marine has overcome fear and obstacles in order to accomplish the mission.

2. Effectiveness under stress involves presence of mind under adverse conditions, retaining mission focus and continuing to function. Examples include but are not limited to:

a. Battalion S-6 officer repeatedly working through losses of communication during operational exercises or contingencies.

b. Marine Security Guard detachment commander maintaining mission focus during civil strife, unrest, and direct action against U.S. property and citizens.

c. Base facilities chief responding to a natural disaster involving destruction of property and loss of life.

d. Initiative

(1) Definition. Action in the absence of specific direction. Seeing what needs to be done and acting without prompting. The instinct to begin a task and follow through energetically on one's own accord. Being creative, proactive and decisive. Transforming opportunity into action.

(2) Scaled Measurements

(a) "B" marking - Demonstrates willingness to take action in the absence of specific direction. Acts commensurate with grade, training, and experience.

(b) "D" marking - Self-motivated and action-oriented. Foresight and energy consistently transform opportunity into action. Develops and pursues creative, innovative solutions. Acts without prompting. Self-starter.

(c) "F" marking - Highly motivated and proactive. Displays exceptional awareness of surroundings and environment. Uncanny ability to anticipate mission requirements and quickly formulate original, far-reaching solutions. Always takes decisive, effective action.

(3) Discussion. Initiative is acting without being told.

(a) Initiative permits the Marine to seize circumstances and achieve mission success.

(b) Without initiative, a Marine merely reacts to events. Initiative enables the Marine to identify or create opportunities and exploit them.

(c) Initiative differs from boldness: initiative enables the Marine to seize control over events in a preemptive manner; boldness is decisive action.

(d) Judgment might improve as a Marine gains experience and years, but initiative is unique and does not necessarily increase with age.

9. Section F - Leadership

a. General. Leadership is the primal force that drives all military organizations. Leaders at all levels are essential to mission accomplishment. The quality of its leadership will determine the overall value of the force.

(1) Identifying effective leaders is a primary goal of the fitness report. While most achieve the missions tasked, some do not. Most leadership styles are obvious at first glance. Others take much longer to become apparent, but are no less effective. The Marine Corps recognizes many leadership styles as effective.

(2) This section focuses on the most important aspects of leadership. Each evaluated area serves to provide information that gives a more comprehensive picture of the individual's effectiveness as a leader. The overall view provides an understanding of the individual's leadership style. The section has five attributes: Leading subordinates; Developing subordinates; Setting the example; Ensuring well-being of subordinates; and Communication skills.

(3) Reporting officials must view the term "subordinates" in a generic sense. Certain billets will not have individuals directly under the MRO's charge; however, this does not mean the MRO does not exhibit these

traits in executing day-to-day responsibilities. All sergeants and above are leaders and have leadership responsibilities regardless of their billets.

(4) Leaders set the tone and must foster a climate of "equal opportunity" within their units by optimally integrating all members of the team to accomplish the mission regardless of race, religion, ethnic background, or gender.

b. Leading Subordinates

(1) Definition. The inseparable relationship between leader and led. The application of leadership principles to provide direction and motivate subordinates. Using authority, persuasion, and personality to influence subordinates to accomplish assigned tasks. Sustaining motivation and morale while maximizing subordinates' performance.

(2) Scaled Measurements

(a) "B" marking - Engaged; provides instructions and directs execution. Seeks to accomplish mission in ways that sustain motivation and morale. Actions contribute to unit effectiveness.

(b) "D" marking - Achieves a highly effective balance between direction and delegation. Effectively tasks subordinates and clearly delineates standards expected. Enhances performance through constructive supervision. Fosters motivation and enhances morale. Builds and sustains teams that successfully meet mission requirements. Encourages initiative and candor among subordinates.

(c) "F" marking - Promotes creativity and energy among subordinates by striking the ideal balance of direction and delegation. Achieves highest levels of performance from subordinates by encouraging individual initiative. Engenders willing subordination, loyalty, and trust that allow subordinates to overcome their perceived limitations. Personal leadership fosters highest levels of motivation and morale, ensuring mission accomplishment even in the most difficult circumstances.

(3) Discussion. Assessing leadership is difficult, particularly those styles that are not always immediately obvious.

(a) Better leaders employ varied methods to get the best from their subordinates.

(b) They lead through the quiet times and not just the busy activities.

(c) This attribute assesses the MRO's achievements in terms of applied leadership; success should manifest itself in increased subordinate and unit performance.

(d) The scope of an individual's leadership expands further than the number of people under his or her immediate charge; it is also a measure of how one inspires, directs, influences, and persuades others by words and deeds. These qualities can be assessed even when the MRO is not filling a leadership billet, per se.

c. Developing Subordinates

(1) Definition. Commitment to train, educate, and challenge all Marines regardless of race, religion, ethnic background, or gender. Mentorship. Cultivating professional and personal development of subordinates. Developing team players and esprit de corps. Ability to combine teaching and coaching. Creating an atmosphere tolerant of mistakes in the course of learning.

(2) Scaled Measurements

(a) "B" marking - Maintains an environment that allows personal and professional development. Ensures subordinates participate in all mandated development programs.

(b) "D" marking - Develops and institutes innovative programs, to include PME, that emphasize personal and professional development of subordinates. Challenges subordinates to exceed their perceived potential thereby enhancing unit morale and effectiveness. Creates an environment where all Marines are confident to learn through trial and error. As a mentor, prepares subordinates for increased responsibilities and duties.

(c) "F" marking - Widely recognized and emulated as a teacher, coach and leader. Any Marine would desire to serve with this Marine because they know they will grow personally and professionally. Subordinate and unit performance far surpassed expected results due to MRO's mentorship and team building talents. Attitude toward subordinate development is infectious, extending beyond the unit.

(3) Discussion. This attribute seeks to assess the leader's capacity to "fine-tune" the team. Given that most leaders will achieve basic proficiency in the training of their unit, you can best judge exceptions in this area by the degree of honing that the leader achieves. The following questions provide assistance:

(a) Does the Marine seek to prepare subordinates to assume greater responsibility at short notice?

(b) Does the Marine challenge subordinates to seek their own knowledge and develop their analytical skills?

(c) Does the Marine tolerate honest mistakes, and pace the program on the development of subordinates, rather than on the achievement of objectives; or, in the words of General Lejeune, "Does the leader teach and coach, or simply instruct?"

d. Setting The Example

(1) Definition. The most visible facet of leadership: how well a Marine serves as a role model for all others. Personal action demonstrates the highest standards of conduct, ethical behavior, fitness, and appearance. Bearing, demeanor, and self-discipline are elements.

(2) Scaled Measurements

(a) "B" marking - Maintains Marine Corps standards for appearance, weight, and uniform wear. Sustains required level of physical fitness. Adheres to the tenets of the Marine Corps core values.

(b) "D" marking - Personal conduct on and off duty reflects highest Marine Corps standards of integrity, bearing, and appearance. Character is exceptional. Actively seeks self-improvement in wide-ranging areas. Dedication to duty and professional example encourage others' self-improvement efforts.

(c) "F" marking - Model Marine, frequently emulated. Exemplary conduct, behavior, and actions are tone-setting. An inspiration to subordinates, peers, and seniors. Remarkable dedication to improving self and others.

(3) Discussion. Leadership depends on personal credibility and a commitment to excellence.

(a) Leaders who do not demonstrate self-discipline, personal organization, physical fitness, and respect for the Corps fail to fully meet the responsibility of their offices.

(b) Beyond the physical aspects of leadership, being fully knowledgeable in the directives that guide appearance, fitness, conduct, and other areas is essential in creating the aura of authority.

(c) Paramount is a personal commitment to our core values; a belief that these values are central to the Corps' ethos and status in American society. The health and vitality of the Corps' uniqueness depends on it.

e. Ensuring Well-Being Of Subordinates

(1) Definition. Genuine interest in the well-being of Marines. Efforts enhance subordinates' ability to concentrate/focus on unit mission accomplishment. Concern for family readiness is inherent. The importance placed on welfare of subordinates is based on the belief that Marines take care of their own.

(2) Scaled Measurements

(a) "B" marking - Deals confidently with issues pertinent to subordinate welfare and recognizes suitable courses of action that support subordinates' well-being. Applies available resources, allowing subordinates to effectively concentrate on the mission.

(b) "D" marking - Instills and/or reinforces a sense of responsibility among junior Marines for themselves and their subordinates. Actively fosters the development of and uses support systems for subordinates which improve their ability to contribute to unit mission accomplishment. Efforts to enhance subordinate welfare improve the unit's ability to accomplish its mission.

(c) "F" marking - Noticeably enhances subordinate well-being, resulting in a measurable increase in unit effectiveness. Maximizes unit and base resources to provide subordinates with the best support available. Proactive approach serves to energize unit members to "take care of their own," thereby correcting potential problems before they can hinder subordinates' effectiveness. Widely recognized for techniques and policies that produce results and build morale. Builds strong family atmosphere. Puts motto "Mission first, Marines always" into action.

(3) Discussion. From their first days in training, Marines learn the imperative of taking care of their subordinates. The phrase "Marines take care of their own" captures the spirit of this facet of leadership. The primary reason for this emphasis is the time-tested observation that military units perform better when their leadership looks to the well-being of their members.

(a) A leader's efforts in ensuring subordinates' welfare and their families' quality of life reduces the Marines' burden, allowing them to concentrate more effectively on accomplishing the unit's mission. A concern is that a leader's efforts may be so aggressive that Marines get the impression that the leader will always fix their problems for them.

(b) The leader's policies and actions must instill a sense of personal responsibility among junior Marines for themselves and their subordinates.

(c) Efforts to ensure subordinate welfare should never take priority over or come at the expense of the unit's mission or effectiveness. Taking care of Marines is inherent to accomplishing the mission.

f. Communication Skills

(1) Definition. The efficient transmission and receipt of thoughts and ideas that enable and enhance leadership. Equal importance given to listening, speaking, writing, and critical reading skills. Interactive, allowing one to perceive problems and situations, provide concise guidance, and express complex ideas in a form easily understood by everyone. Allows subordinates to ask questions, raise issues and concerns, and venture opinions. Contributes to a leader's ability to motivate as well as counsel.

(2) Scaled Measurements

(a) "B" marking - Skilled in receiving and conveying information. Communicates effectively in performance of duties.

(b) "D" marking - Clearly articulates thoughts and ideas, verbally and in writing. Communication in all forms is accurate, intelligible, concise, and timely. Communicates with clarity and verve, ensuring understanding of intent or purpose. Encourages and considers the contributions of others.

(c) "F" marking - Highly developed facility in verbal communication. Adept in composing written documents of the highest quality. Combines presence and verbal skills that engender confidence and achieve understanding irrespective of the setting, situation, or size of the group addressed. Displays an intuitive sense of when and how to listen.

(3) Discussion. The ability to communicate is vital.

(a) Without this skill orders may be misunderstood, directives may be confused, and the potency of good leadership becomes diluted.

(b) This is an everyday skill that all Marines must practice and refine.

(c) Skill in listening to - and hearing - what others offer is as important as what we say or write.

10. Section G - Intellect and Wisdom

a. General. Ultimately, leadership depends on decision making; the quality of a leader's judgment enhances decision making. Marines can improve their skill in both areas through individual personal effort to increase and expand their knowledge base.

(1) We measure a Marine's intellect and wisdom indirectly through three assessed attributes: PME; Decision making-ability; and Judgment.

(2) The Intellect and Wisdom section measures the MRO's efforts to grow intellectually and to use the knowledge gained to benefit both personal and unit performance.

(a) The assessment of intellectual efforts and performance provides a critical indicator of an MRO's ability to learn and reason, as well as the capacity for knowledge and understanding.

(b) Most importantly, this assessment highlights the MRO's ability to use intellectual skills to make viable and timely decisions.

b. Professional Military Education (PME)

(1) Definition. Commitment to intellectual growth in ways beneficial to the Marine Corps. Increases the breadth and depth of warfighting and leadership aptitude. Resources include resident schools; professional qualifications and certification processes; non-resident and other extension courses; civilian educational institution coursework; a personal reading program that includes (but is not limited to) selections from the Marine Corps Professional Reading Program; participation in discussion groups and military societies; and involvement in learning through new technologies.

(2) Scaled Measurements

(a) "B" marking - Maintains currency in required military skills and related developments. Has completed or is enrolled in appropriate level of PME for grade and level of experience. Recognizes and understands new and creative approaches to service issues. Remains abreast of contemporary concepts and issues.

(b) "D" marking - PME outlook extends beyond MOS and required education. Develops and follows a comprehensive personal program which includes broadened professional reading and/or academic course work; advances new concepts and ideas.

(c) "F" marking - Dedicated to lifelong learning. As a result of active and continuous efforts, widely recognized as an intellectual leader in professionally related topics. Makes time for study and takes advantage of all resources and programs. Introduces new and creative approaches to service issues. Engages in a broad spectrum of forums and dialogues.

(3) Discussion. While an all-around education is important, the subjects that our Marines concentrate on that can improve their leadership and warfighting abilities are of most concern.

(a) It is imperative that leaders encourage Marines to better themselves through the study of military-related topics.

(b) Many times when we think of PME we automatically focus on the Marine Corps Institute (MCI) program. The PME attribute measures much more, and includes all efforts to increase understanding of the military art. PME can be as varied as:

1. Resident schools (e.g., the Staff NCO Academy or Expeditionary Warfare School).

2. Studies in preparation for a MAWTS-1 or Top Gun certification course.

3. Marine Corps and other service non-resident courses, MCI extension courses, and other service or government agency extension courses.

4. Personal reading program and/or participation in professional military societies and/or discussion groups.

5. Civilian education courses that allow Marines to improve their military-useful skills, such as diesel engine repair, leadership, communications, or software engineering.

(c) PME does not include civilian education programs that do not enhance a Marine's leadership, warfighting acumen, or MOS skills. Note: The RS may highlight an MRO's participation in non-PME civilian education programs in section I as deemed appropriate.

c. Decision-Making Ability

(1) Definition. Viable and timely problem solution. Contributing elements are judgment and decisiveness. Decisions reflect the balance between an optimal solution and a satisfactory, workable solution that generates tempo. Decisions are made within the context of the commander's established intent and the goal of mission accomplishment. Anticipation, mental agility, intuition, and success are inherent.

(2) Scaled Measurements

(a) "B" marking - Makes sound decisions leading to mission accomplishment. Actively collects and evaluates information and weighs alternatives to achieve timely results. Confidently approaches problems; accepts responsibility for outcomes.

(b) "D" marking - Demonstrates mental agility; effectively prioritizes and solves multiple complex problems. Analytical abilities enhanced by experience, education, and intuition. Anticipates problems and implements viable, long-term solutions. Steadfast, willing to make difficult decisions.

(c) "F" marking - Widely recognized and sought after to resolve the most critical, complex problems. Seldom matched analytical and intuitive abilities; accurately foresees unexpected problems and arrives at well-timed decisions despite fog and friction. Completely confident approach to all

problems. Masterfully strikes a balance between the desire for perfect knowledge and greater tempo.

(3) Discussion. The difference between leaders and followers is that, while both may make decisions, we hold the former accountable for them.

(a) Leadership is decision-making.

1. We expect all leaders to be capable of solving problems and making decisions, and some are certainly better at it than others.

2. More often than not, because of time constraints, leaders must make decisions with incomplete information.

3. We rely on our self-confidence and strength of conviction when faced with making decisions based upon limited information.

4. Markings in this section should reflect competence in making not only routine decisions, but also those decisions of greater importance with far-reaching consequences.

(b) Decision-making ability also measures the quality and timeliness of the decisions themselves, taking into account the time and information available to the Marine.

1. Do not confuse willingness to make more difficult decisions in a timely manner with hasty, "snap" judgments.

2. Marines who tend to make snap judgments frequently neglect available information and often fail to consider the possible consequences of their decisions.

(c) Some situations require quick decisions in order to take full advantage of fleeting opportunities. Other situations call for a more prudent, methodical approach, allowing one the time to collect and examine more information before reaching a decision. Still others will be made in times of uncertainty when it would be safer and easier to either postpone a decision or avoid it altogether.

(d) An important aspect of decision-making is the Marine's intuitive ability to distinguish between these various situations and with logical reasoning, act accordingly with resolve.

d. Judgment

(1) Definition. The discretionary aspect of decision-making. Draws on core values, knowledge, and personal experience to make wise choices. Comprehends the consequences of contemplated courses of action.

(2) Scaled Measurements

(a) "B" marking - Majority of judgments are measured, circumspect, relevant, and correct.

(b) "D" marking - Decisions are consistent and uniformly correct, tempered by consideration of their consequences. Able to identify, isolate,

and assess relevant factors in the decision making process. Opinions sought by others. Subordinates personal interests in favor of impartiality.

(c) "F" marking - Decisions reflect exceptional insight and wisdom beyond this Marine's experience. Counsel sought by all; often an arbiter. Consistent, superior judgment inspires the confidence of seniors.

(3) Discussion. While the PME and decision making ability attributes help to describe the intellectual performance and capacity of the Marine, they provide an incomplete picture without a measure of judgment.

(a) Judgment is an essential element of intellect; without it the Marine has only two of the needed tools to work with: education and the capacity to make decisions.

(b) Judgment is the vehicle that allows the Marine to use those tools in a discretionary manner and make the right decision or offer the best option.

(c) Judgment takes an even more critical role as the Marine Corps increases its reliance on subordinates who can operate effectively under decentralized command and control, relying on commander's intent, mission-type orders, and sometimes difficult rules of engagement.

(4) The difference between Judgment and Decision-Making Ability. Though closely related, judgment and decision-making ability each warrant independent evaluation. Some Marines exhibit common sense, but have trouble reaching a decision. They lack confidence in making a call and do not balance good judgment with effective decision-making. Other Marines never shy away when a situation calls for a decision, but they do not think the situation through before they act. They make rash decisions that rarely produce the expected result and compounding enthusiastic, but poor, decision-making.

11. Section H - Fulfillment of Evaluation Responsibilities

a. Purpose. Accomplishing the objectives of the PES per the provisions of this Order is the responsibility of every reporting official. Section H:

(1) Measures the level to which reporting officials fulfill their responsibilities.

(2) Establishes a direct method of ensuring that reporting officials accomplish the objectives of the PES by evaluating their efforts to submit accurate, timely, and uninflated evaluations.

(3) As a stand-alone evaluated area, it highlights the importance of accurate, uninflated, and timely reporting.

(4) Must be marked N/O for all enlisted Marines, except for the few individuals specifically authorized by HQMC to act as reporting officials through an exception to policy letter.

b. Definition. The extent to which the MRO, serving as a reporting official, conducted, or required others to conduct, accurate, uninflated, and timely evaluations.

c. Scaled Measurements

(1) "B" marking - Occasionally submitted untimely or administratively incorrect evaluations. As RS, submitted one or more reports that contained inflated markings. As RO, concurred with one or more reports from subordinates that were returned by HQMC for inflated marking.

(2) "D" marking - Prepared uninflated evaluations which were consistently submitted on time. Evaluations accurately described performance and character. Evaluations contained no inflated markings. No reports returned by RO or HQMC for inflated marking. No subordinates' reports returned by HQMC for inflated marking. Few, if any, reports were returned by RO or HQMC for administrative errors. Section Cs were void of superlatives. Justifications were specific, verifiable, substantive, and where possible, quantifiable and supported the markings given.

(3) "F" marking - No reports submitted late. No reports returned by either RO or HQMC for administrative correction or inflated markings. No subordinate reports returned by HQMC for administrative correction or inflated markings. Returned procedurally or administratively incorrect reports to subordinates for correction. As RO, non-concurred with all inflated reports.

d. Discussion

(1) The scales allow little tolerance for submitting or forwarding inflated reports. One instance as either a RS or RO can result in a mark of "B" in this attribute.

(2) The scales allow some tolerance for submitting or forwarding administratively incorrect reports. For example, a Marine could have a "few" reports returned from either the RO or HQMC for administrative errors and still receive a mark of "D" but depending on the context, a "C" mark might be more appropriate.

(3) An MRO (evaluated as an RS) whose reports exhibit flagrant inflation, multiple administrative errors, severe untimeliness, or any combination thereof warrants a mark of "A".

12. Instructions for Completing Section I (Reporting Senior's Directed and Additional Comments)

a. Purpose. Section I provides the RS a location for entering mandatory, directed, and additional comments prohibited elsewhere in the report.

(1) Mandatory comments are those required to give the CMC a more complete picture of the MRO's professional character, performance, and potential which are not readily apparent from attribute marks or other narrative portions of the report. Additionally, they provide a means for the RS to clarify to the reader of the report when the RS's profile or marking philosophy creates a disparity that is not readily apparent without proper context.

(2) Directed comments are those required by this Order and provide the CMC amplifying information concerning the MRO. See paragraph 12d of this chapter for a complete list of required directed comments.

(3) Additional comments may span a wide variety of events, accomplishments, or activities that the RS deems important to convey to the CMC, but that are not directly related to the MRO's performance and potential as a Marine.

b. Discussion. The RS:

(1) Will make mandatory comments to provide a word picture for all observed reports. These comments are intended to provide a more complete and detailed evaluation of the MRO's professional character and may address any entry made in sections A through H or as the RS deems appropriate.

(2) Will ensure the report is consistent. There is no scale to "match" the attribute markings with the section I comments; however, the RS must take care when making section I comments to ensure that the comments neither conflict with, nor obscure, the remainder of the evaluation.

(3) Should avoid the temptation to intentionally mark attributes in a manner that ensures the report will be at the bottom of their profile, while simultaneously writing laudatory comments in section I to mislead the MRO into believing the overall report is laudatory. If the MRO was not meeting expected performance standards, see chapter 5, paragraph 1c(2).

(4) May provide additional comments on the MRO's conduct, performance, or activity outside the areas evaluated in the report if deemed of sufficient importance to include in the evaluation to more thoroughly define the "whole Marine." This may include such areas as community service, voluntary service, or similar endeavors.

(5) Must ensure the comments are not gratuitous.

c. Format and Style

(1) Format. The space made available should be sufficient in all but the most unusual circumstances. Format comments in the following manner:

(a) Mandatory Comments. Mandatory comments (i.e., the word picture) will always be listed first. Mandatory comments should address topics such as performance, proficiency, potential, and other traits that describe the MRO utilizing the "whole Marine" concept. They should also address any conflicts within the fitness report, or the RS's profile, that are not immediately apparent to a board member (i.e. the RS has a small profile that consists of only exceptional Marines, which causes a follow-on fitness report to be drastically under-inflated). If the length of the mandatory comments and other comments exceeds the space provided in section I, the RS will use an addendum page to complete his or her comments.

(b) Directed Comments. The RS must always list directed comments before any additional comments. Begin each directed comment with the entry "Directed Comment" and a reference to its origination in the report (e.g., "Directed Comment. Sect A, Item 6a:").

(c) Additional Comments. The RS may enter additional comments as deemed appropriate.

1. Additional comments address areas not directly related to performance as a Marine, but that demonstrate other important aspects of the MRO's character, such as community involvement or volunteer activities.

2. The RS must not exceed the space provided in section I for additional comments, unless they made directed comments and the combined length of directed comments and additional comments exceeds the space provided, in which case the RS will use an addendum page to complete his or her entries.

(2) Style. When preparing section I:

(a) Omit superlative adjectives, superfluous statistics, and imprecise phrasing.

(b) Make comments objective, concise, and clear in intent.

(c) Normal capitalization rules apply. Do not use UPPERCASE, underlining, "quotation marks", **boldface**, *italics*, or punctuation (!&%?...) in exclamation.

d. Directed Comments. The following items require directed comments in section I:

(1) Section A Marks That Require a Directed Comment:

(a) Item 3, (Occasion and Period Covered) block a (OCC):

1. Code "EN". Comments should be one of the following: "Retirement", "Separation from Service, discharge (type)", or "Transfer from Active Component to Reserve Component" (see chapter 3, paragraph 4h).

2. Code "CS". Comment as applicable per chapter 3, paragraph 4i.

3. Code "C" for combat or code "B" for both joint and combat. The requirement to comment on the nature of the combat operation and the MRO's actions related to the operation is clarified in chapter 6, paragraph 3e.

4. Code "J". Summarize extent of efforts and accomplishments pertaining to joint matters, training planned and executed, and exercise participation. Note: These observations are not limited solely to those serving in a joint-duty assignment list (JDAL) billet. If the joint experience is gained outside of a JDAL billet, it must still be qualified by the guidance given in reference (t). See paragraph 7 of this chapter for factors to consider in formulating narratives relating to experiences regarding joint matters.

(b) Item 5 (Special Case), a mark in block b (N/O), and the period of the report exceeds 90 days.

(c) Item 6 (Marine Subject To:), a mark in block a (Commendatory Material), block b (Derogatory Material), or block c (Disciplinary Action).

(d) Item 7 (Recommended for Promotion), a mark in block b (No). If the RS does not consider the MRO qualified for promotion, enter one of the following statements:

 1. "I recommend that the MRO not be considered for promotion with contemporaries."

 2. "I recommend that the MRO not be considered for promotion at any time."

(e) Item 7 (Recommended for Promotion), all blocks blank. If the RS recommends the MRO for accelerated promotion, comment as follows: "I recommend that the MRO be considered for promotion ahead of contemporaries."

(f) Item 8 (Special Information), a (QUAL), codes "U" (unqualified) and "X" (required, did not fire).

(g) Item 8 (Special Information), b (PFT), codes "PART" (pass partial PFT), "RDNT" (required, did not take), and "NMED" (not medically qualified). The RS must comment on the reason why the MRO did not complete a full PFT, for example: "MRO was on limited duty." If using code "NMED" because of the pregnancy process, the directed comment should be written as stated in paragraph 3h(2)(j) of this chapter.

(h) Item 8 (Special Information), c (CFT), codes "PART" (pass partial PFT), "RDNT" (required, did not take), and "NMED" (not medically qualified). The RS must comment on the reason why the MRO did not complete a full CFT, for example: "MRO was on limited duty." If using code "NMED" because of the pregnancy process, the directed comment should be written as stated in paragraph 3h(3)(j) of this chapter.

(i) Item 8 (Special Information), c (Status), code "F" or "M". Recommend what grade the MRO is best qualified to fill. Note: Disagreement between the MRO and RS does not make the report adverse; the RS makes an independent observation. No comment is required for N/O reports.

(j) Item 8 (Special Information), f (Body Fat). When the MRO's body fat exceeds the maximum allowable standard for their height, comment as follows:

1. "The MRO is not within body composition standards."
2. "An appropriately credentialed health care provider diagnosed the MRO's condition to be the result of an underlying or associated disease process."
3. "MRO has an approved BCP waiver effective DD MMM YY."
4. "MRO is exempt from body fat limits due to his/her PFT and CFT scores"
5. "MRO is within body fat limits due to the one percent allowance given for his/her PFT and CFT scores."
6. "The MRO has been assigned to the Body Composition Program."

(k) Item 8 (Special Information), f (Body Fat). See chapter 5, paragraph 1d(4)(b) when the MRO's body fat percentage is within acceptable standards for that Marine's age group but has failed to conform to military appearance standards. The RS must comment on the MRO's Military Appearance Program (MAP) assignment and/or failure.

(2) Other Required Directed Comments:

(a) Indicate and explain the submission of an observed report for a reporting period covering 89 days or less as an exception per the provisions of chapter 3, paragraph 5c.

(b) Periods of non-availability as defined by chapter 3, paragraph 5b. Comments must include who was non-available, the inclusive dates, and the reason for the non-availability (e.g., proceed, delay, and travel; hospitalization; confinement; etc.).

(c) Uncontroverted facts relating to drug offenses by the MRO.

(d) Any alcohol-related incidents, reportable occurrences of alcohol misuse per chapter 3, paragraph 9b(2), or alcohol rehabilitation failures/MRO is deemed unable to benefit from counseling services, as per chapter 3, paragraph 9b(4).

(e) A FSSB finds the MRO negligent or culpable, and thus terminates and/or restricts the flight status of the MRO. Do not report similar action by a FFPB since that is not a fully adjudicated matter until heard by a FSSB.

(f) The MRO refuses to sign item 2 of section J (Certification by the MRO when the report is adverse). Include the Marine's forwarding address (unit or home address) or permanent mailing address (see chapter 5, paragraph 7).

(g) The RO assumes RS authority for any of the reasons described in chapter 2, paragraphs 10e and 10f.

(h) Commanding General's approval for modifications of the reporting chain.

(i) When submitting a DC report. Comment must indicate the reason for submission.

(j) When the RS transfers while the Marine Report on (MRO) is in a UA status. Comment must indicate the MRO's UA status and reflect the period of UA as time lost.

(k) Multiple and simultaneous regular duty assignments. Comment as follows: "Simultaneous report."

(l) For SMCR/MTU reports, the following require explanation in section I:

1. Significant failure to meet required drill attendance.
2. Omission of an RT report and the RS includes the period in an annual (AR) report.

(m) Failure of a scheduled PFT and/or CFT not reflected in item 8, (Special Information), block b (PFT) or block c (CFT) (i.e., CG or IG inspection, formal school/course requirements, etc.).

(n) Failure to qualify or re-qualify during an annual marksmanship qualification/requalification training period that is not reflected in item 8, (Special Information), block a (QUAL).

(o) Failure to complete an annual marksmanship training requirement when the MRO was required to but did not fire during an annual marksmanship qualification/requalification training period that is not reflected in item 8, (Special Information), block a (QUAL) if the RS deems the failure is due to a lack of due diligence on the part of the Marine.

(p) The MRO has carried out performance of classified security responsibilities that are other than the MRO's primary duty. Note: Omit this comment if it is already addressed in sections B and C.

(q) The MRO is or was assigned to BCP or MAP per reference (r).

(r) Early termination of temporary duty originally projected to last more than 30 days.

(s) Successful completion of a school or formal course of instruction, or reasons for drop or disenrollment, when applicable.

(t) When a unique performance evaluation form is attached for a Marine assigned as a student or special trainee at a non-Marine command per the provisions of chapter 6, paragraph 8d.

(u) Extent of fulfillment of the execution and oversight of the command's safety policy, when applicable, but especially when MRO is filling an executive officer's or deputy commander's billet with their safety responsibilities.

(v) Indicate when the MRO is filling a billet designated for a higher grade.

(w) In the case of Marine aviators and flight officers, comment on pure flying proficiency and when applicable, in terms of aeronautical leadership, airborne judgment, or use of aeronautical assets. Some examples are: An aircraft commander, flight leader designations, tactical air coordinator (ground and airborne), mission commander, WTI or any other aeronautically designated Marine in a position of tactical leadership.

(x) Extent to which all Marines, especially those whose billet specifically involves planning, supervision, training, and operational responsibilities, exhibit Operational Risk Management (ORM) ability to accomplish the mission. Specifically, skills in identifying hazards, assessing those hazards for risk, making risk acceptance decisions, applying controls to minimize the risk, and supervision. Note: Reference (u), regarding operational risk, outlines the integral part ORM plays in training and planning at all levels to optimize operational capability, readiness, and mission accomplishment.

(y) Summarize the MRO's progress with regard to professional development. Specifically comment on: Books read from the Commandant's

Professional Reading List per reference (v), formal and other PME attended, and self-education.

(z) Evaluate a commander's ability to set a command climate that is non-permissive of misconduct, to include: sexual assault, sexual harassment, hazing, discrimination, retaliation, and social media/internet misconduct.

(aa) Evaluate a commander's procedural and substantive compliance with the personnel security program as directed by reference (w).

(ab) Comment on whether or not a commander, if required, has conducted the appropriate command climate assessments as directed by reference (x).

e. Unacceptable Comments. The RS will not comment on the following situations:

(1) Reference to pending NJP, courts-martial, civil/criminal action, fact-finding board, or investigation.

(a) Discussion of these matters, if the MRO was found innocent or non-culpable, would be premature and prejudicial, thereby unfairly penalizing the Marine.

(b) Once the pending action is complete and the Marine is found accountable, then include the results in the reporting period when adjudication is completed. For the specific handling of NJP, court-martial, or civilian conviction, see paragraph 3f(3) of this chapter.

(c) Reference to the results of an informal investigation, fact finding body, or a FSSB should only be made if the MRO is found to be negligent or culpable, or if the findings are otherwise adverse. Do not reference to the results of an FFPB since all negative recommendations must be forwarded to a FSSB for final adjudication.

(2) Mention of any suspected criminal activity, particularly suspected drug use. Suspicion is not a basis for recording in official personnel files.

(3) Reference to recommendations for administrative reduction, withholding of promotion pending resolution at higher authority, or administrative separation proceedings that resulted in the retention of the MRO. Same reasons as paragraph 12e(1)(a) of this chapter apply. Note: If the basis for the adverse proceeding was substantiated through the process even though the MRO was not reduced/separated, and the basis for the adversity was not previously captured in a fitness report, the adverse material may be mentioned in the MRO's fitness report; however, the adverse proceedings themselves cannot be mentioned.

(4) Reference to the issuance of non-punitive letters of admonition, caution, or reprimand may not be mentioned; however, the underlying facts may be included as described in paragraph 0105 of reference (y) per the instructions of paragraph 3f(2) of this chapter. RSs must report a Letter of Censure issued by the Secretary of the Navy.

(5) Indication that the MRO voluntarily entered an inpatient or outpatient alcohol treatment center when the situation which led to the volunteering did not affect the individual's performance of duty.

(a) Such information is irrelevant to the process and scope of the fitness report, and should be treated like any other period of hospitalization not affecting performance.

(b) This is a recognized medical problem, best addressed by medical authorities.

(6) Reference to minor traffic violations such as a speeding citation. Note: Reckless driving convictions, where the ingestion of alcohol was a factor, and other lesser charges of driving under the influence are not considered minor offenses.

(7) Reference to prior non-selection for promotion.

(8) Reference to whether the MRO's spouse does or does not support command, social, volunteer functions, and the like. The positive contribution Marine spouses make to the military and civilian communities are a proud and appreciated tradition, but spouses need to be free to make those choices. Note: RSs are not evaluating spouses' performance.

(9) Comments based on an individual's gender.

(a) Gender-related comments (e.g., charming, attractive woman, handsome man, best woman officer, etc.) are gratuitous and not acceptable.

(b) Limit references to gender pronouns: he, she, him, his, her, hers, himself, herself.

(10) Comments pertaining to medical issues (physical and/or psychological) that do not affect the MRO's performance of duties or diminish his or her effectiveness as a leader (e.g., pregnancy, postpartum, etc).

(11) Comments concerning the MRO's personal or family problems that do not affect performance or diminish effectiveness to lead.

(12) Comments pertaining to the MRO's status as a single parent, unless the MRO has failed to make necessary provisions in case of deployment or manipulates the situation as an excuse for tardiness and frequent unplanned time off or leave.

(13) Comments regarding the MRO's potential for civilian employment.

(14) Comments identifying minor limitations, shortcomings, occasional lapses, or weakness in an otherwise overall positive performance. These comments serve no constructive purpose, foster a zero-defect mentality, are most often counseling comments for the MRO, and not germane to the overall evaluation.

13. Instructions for Completing Section J (Certification)

a. Purpose. Section J gives the document legal standing and safeguards the integrity of the reporting process and provides the MRO the opportunity to acknowledge and address the adverse nature of any report.

b. Process. Once section J is complete, to include the MRO's statement (when applicable), the RS must forward the report to the RO for his or her comments.

c. Item 1 (Reporting Senior Certification). Item 1 requires the RS to certify that the report is truthful and prepared without prejudice or partiality and presupposes the RS considered all aspects of the MRO's performance known to the RS at the time he or she completes the report.

(1) If the report is completed utilizing the A-PES system, the RS must inform the MRO that the RS portion of the report is complete. The RS must also discuss his or her marking philosophy and comments with the MRO prior to routing the report to the RO. Since the MRO can obtain a signed copy of the report from within A-PES, the RS is not required to provide a signed copy of the report to the MRO.

(2) The RS must sign item 1 and record the date signed in the appropriate blocks using the 8-digit (YYYYMMDD) format.

(3) If the report is not produced within the A-PES system, the RS must provide a signed copy of the report to the MRO.

(4) If the RS makes any changes to the report subsequent to informing the MRO that the report is complete, the RS must inform the MRO that changes were made to the report and explain the changes.

(5) In those situations when the RS submits a DC or CH report for a Marine in a UA or deserter status (per the provisions of chapter 3, paragraphs 11a or 11c), the CMC waives the requirement for the RS to inform the MRO.

d. Item 2 (Acknowledgment by the Marine Report on (MRO) when the Report is Adverse). If the report is adverse, the MRO, by close of business on the fifth working day after being provided a copy of the report, must:

(1) Sign item 2 and record the date signed in the appropriate blocks using the 8-digit (YYYYMMDD) format.

(2) Indicate whether or not he or she will make a statement by marking an "X" in the appropriate block.

(3) If making a statement, the MRO must prepare the statement per the instructions in chapter 5, paragraph 3 using an addendum page(s) per the instructions in paragraph 15 of this chapter.

(4) In those situations when the RS submits a DC or CH report for a Marine in a UA or deserter status (per the provisions of chapter 3, paragraphs 11a or 11d), the CMC waives the requirement for the MRO's signature in item 2 of section J. Note: Upon return, the MRO can request a copy of his or her report from the CMC (MMRP-30) and submit a rebuttal per the provisions of Chapter 5.

(5) See chapter 5, paragraph 7 if the MRO refuses to sign the report.

e. In those situations when the MRO and RS disagree as to whether a report is adverse, the RS should consult with the RO prior to forwarding the report to the MRO. The RO will make the determination on adversity. Note: If in doubt, the RO should call the CMC (MMRP-30) for assistance in making the determination on adversity.

14. Instructions for Completing Section K (Reviewing Officer Comments)

a. Purpose. Section K formalizes the RO's involvement in the PES and requires the RO to:

- (1) Certify the administrative correctness of the report.
- (2) Characterize his or her level of observation of the MRO.
- (3) Address the following if the RO has sufficiently observed the

MRO:

- (a) Concur or non-concur with the RS's evaluation.
- (b) Compare the MRO's professional abilities and potential to other Marines of the same grade whose professional abilities are known to the RO.

- (c) Comment concerning the MRO's potential.

b. Structure and Content

(1) The RO must complete section K as described below even if the RS submits a "not observed" or "extended" report. If an RS does not have sufficient observation but the RO does, the RO will concur with the RS's insufficient observation and complete section K as described below.

(2) Item 1 (Observation). The RO must indicate whether or not he or she had sufficient knowledge and observation of the MRO to effectively complete items 2 through 4 of section K.

(a) There are no hard guidelines on what constitutes sufficient knowledge and observation. In some circumstances an RO gets to know a great deal about an MRO in an extremely short time, and in other cases, the RO may never gain sufficient observation regardless of how long both serve in the same command. Because of the requirement to comment on potential, as well as their critical role in safeguarding the integrity of the PES, ROs should make every effort to come to know the Marines whose reports they will review.

(b) Mark an "X" in the appropriate block, indicating either sufficient or insufficient observation. The RO must complete items 2 through 4 of section K if observation is marked sufficient in item 1. Do not complete items 2 through 4 if item 1 reflects insufficient observation, unless addressing the following:

1. Modifications to the reporting chain or submission deadlines.

2. Adjudication of factual differences between the RS's evaluation and the MRO's statement related to adverse reports per the provisions of chapter 5, paragraph 4.

3. Authorization for the RS to complete a report on an officer of equivalent grade.

4. The RS recommends the MRO for accelerated promotion.
Note: Comments should reflect that the RO can neither concur nor non-concur with the recommendation for accelerated promotion because of insufficient observation (see paragraph 3g(4)(f) of this chapter).

5. Failure of the MRO to submit a statement after indicating his or her desire to do so in item 2 of section J.

(3) Item 2, (Evaluation). The RO must concur or non-concur with the report.

(a) Mark an "X" in the appropriate block.

(b) If the RO marks the non-concur block, provide amplifying comments in item 4. See paragraph 14c(2) of this chapter for required action by the RO before non-concurring with a report.

(4) Item 3, (Comparative Assessment). Item 3 provides the RO an opportunity to compare the MRO to all Marines (both past and present) of the grade whose professional abilities are known to the RO. Focus on the MRO's potential.

(a) Consider all the MRO's attributes.

(b) Weigh the MRO's performance as an indicator of future potential for service at more senior positions.

(c) Mark an "X" in the appropriate block ensuring it accurately reflects your comparative assessment of the MRO. The mark should be consistent with your RO profile; a MRO you are assessing in back-to-back reporting periods, and whose performance remains constant, should receive at least the same mark as you assigned to the prior report.

(d) See explanations in chapter 3, paragraphs 6h and 7e for N/O and extended reports, respectively.

(5) Item 4, (Reviewing Officer Comments). The RO is in a unique position to add depth to the report and to assist the CMC in distinguishing among Marines. If the RO indicates "sufficient observation," comments are mandatory. Although the RS may opt for a N/O report, the RO is not precluded from providing his or her own assessment and comments. Note: Unacceptable comments in paragraph 12e of this chapter also apply to the RO.

(a) General Content. The RO should comment on the MRO's performance and potential as follows:

1. If observation and knowledge of the MRO's performance permit, ROs must provide comments on the MRO's performance during the reporting period.

2. At a minimum, the RO should amplify his or her comparative assessment mark, and evaluate the MRO's potential for continued professional development to include promotion, command assignment, resident PME, and retention. By amplifying the RO assessment mark, the RO has the ability to put things into context for the reader that is not immediately apparent (e.g., disparity between profile placement and comments); it is not a tool for ROs to explain why the MRO is a poor performer. As appropriate, the RO should put the RS's marks and comments in perspective.

3. The assessment will reflect the RO's careful consideration of all information available. This may include personal observation, a review of the MRO's Officer Qualification Record (OQR)/Service Record Book (SRB), additional input from the RS, academic achievements, and observations of other leaders.

4. For those cases in which the RS makes the report extended and the RO is the same as on the previous report, the RO may either:

a. Make the following comment "My comments remain the same" and mark the comparative assessment the same as the prior report; or

b. Add new comments as deemed appropriate and mark the comparative assessment scale as applicable.

(b) Directed Comments. The RO must specifically comment on the following:

1. Issues related to non-concurrence with the RS's evaluation of the MRO, to include the specific reason.

2. Modifications to the normal reporting chain or submission deadlines approved by the commanding general due to operational considerations.

3. When the RS recommends the MRO for accelerated promotion (see paragraph 3g(4)(f) of this chapter).

4. Adjudication of factual differences between the RS's evaluation and the MRO's statement related to adverse reports per the provisions of chapter 5, paragraph 4.

5. Authorization for the RS to complete a fitness report on an officer of equivalent grade.

6. Failure of the MRO to submit a statement after indicating his or her desire to do so in item 2 of section J.

(c) Format. The RO must limit comments to the space available; the only authorized RO use of an addendum page is for adjudicating adverse reports.

(d) Style. When preparing this item:

1. Omit superlative adjectives, superfluous statistics, and imprecise phrasing.

2. Make comments objective and written so as to not create any unintended valuation of the particular billet.

3. Normal capitalization rules apply. Do not use UPPERCASE, underlining, "quotation marks," **boldface**, *italics*, or punctuation (!&%?...) in exclamation.

(6) Item 5, (RO Certification). Sign and date the certification on the date actually completed.

(7) Item 6, (Acknowledgment by the Marine Report on (MRO) when the Report is Adverse)

(a) The RO must refer the report to the MRO when K-3 is marked "unsatisfactory"; when the RO concurs with a report that is rendered adverse by the RS; when the RO's comments render the report adverse; or when the RO adjudicates a rebuttal made by the MRO. The MRO must:

1. Sign item K-6 and record the date signed.

2. Indicate whether or not he or she will make a statement by marking an "X" in the appropriate block.

3. If making a statement, the MRO must prepare the statement per the instructions in chapter 5, paragraph 3 using an addendum page per the instructions in paragraph 15 of this chapter.

(b) Conversely, no requirement exists for the RO to refer an adverse report to the MRO for section K-6 signature if the MRO indicated "I have no statement to make" in item J-2 and item K-1 is marked "Insufficient."

c. Administrative Review Process. Regardless of the extent of observation, the RO remains responsible for conducting an administrative review of the report. ROs must ensure adherence to policy and are responsible for all subordinate performance evaluation activities. The RO's signature in section K of the report certifies that he or she reviewed the report for administrative correctness per the following guidelines:

(1) Review Procedures. The RO should develop a personalized review procedure to ensure consistency. Regardless of the RO's chosen procedure, he or she must consider the following:

(a) Section A. The RO must:

1. Check for accuracy.

2. Consider the MRO's choices for future assignments. Are these consistent with the MRO's experience, capacities, and the needs of the individual and the Marine Corps?

3. Ensure the RS makes the appropriate directed comments in section I for marks and codes requiring directed comments per the provisions of this Order.

(b) Sections B and C. The RO must ensure:

1. Section B (Billet Description) entries are consistent with the duty assignment (descriptive title) listed in item 4 of section A and conform to the following structure and content standards:

a. Ensure comments are objective and do not convey any unintended valuation of the particular billet. Avoid community jargon and those terms not familiar to the average Marine. Note: Paying close attention to words and phrasing is critical to avoid indications of relative merit or value attendant to specific duties and responsibilities.

b. Ensure the RS excludes words and/or phrases that divert attention from a precise description of the significant duties assigned to the MRO.

2. Section C (Billet Accomplishment) statements describe performance accomplishments directly related to the duties and responsibilities of the MRO and conform to the following structure and content standards:

a. Ensure the entries describe the results of what the MRO did; not how well he or she did it.

b. Ensure the entries are free of superlatives which amplify a Marine's accomplishments and distort section C, changing it from an objective account of results to a subjective assessment of performance.

c. Ensure the RS excludes words and/or phrases that divert attention from a precise description of the duties assigned to the MRO.

d. Scrutinize entries for objectivity and accuracy. ROs must return reports to the RS that contain section C entries not in line with the guidance provided for completion of that section.

(c) Sections D through H. Review all justifications for marks of "A," "F," or "G" to ensure each meets the requirement of paragraph 6e of this chapter, and clearly supports either sustained exemplary performance rarely matched by others or substandard/adverse performance.

(d) Section I. Ensure the RS's comments meet the standards described in paragraph 12 of this chapter. Confirm that all directed comments match the remarks or markings in the appropriate sections of the fitness report.

(e) Section J. Ensure the proper signatures are entered. If the MRO signed item 2 indicating the attachment of a statement, confirm its presence and conduct adjudication as outlined in chapter 5, paragraph 4.

(2) Procedures for Adjudicating Inflated Reports. Given the RO's responsibility for ensuring fitness reports adhere to the policy set forth in this Order, the RO must:

(a) Return to the RS any fitness report with administrative errors which require correction.

(b) Notify the RS when, in the RO's opinion, the fitness report contains inflated markings, insufficient justification for high marks, or comments failing to meet the standards or spirit of this Order.

1. In such situations, the RO should give the RS the reasons for returning the report and provide guidance to raise to the accepted standard.

2. The RO does not have the authority to order the RS to change any marks, statements, or comments unless the errors are administrative or factual in nature.

3. If after discussion, the RO's concerns are not resolved, mark an "X" in the appropriate block indicating non-concurrence with the report.

4. Provide comments in section K item 4 amplifying the mark in the non-concur block, indicating his or her rationale for non-concurrence with the report, the specific item(s) of concern, and the recommended change to the evaluation. The RO must highlight the fact that his or her efforts to remedy the situation with the RS were unsuccessful. For example:

a. During the review process, the RO may judge that an "F" mark in an evaluated area is neither supported by the RO's personal observation of the MRO nor the RS's written justification. The RO discusses the mark and its justification with the RS, but the RS insists that both the mark and the justification are valid.

b. If the RS will not change the mark and cannot strengthen the justification to the RO's satisfaction, the RO will indicate non-concurrence and provide amplifying comments similar to the following: "Do not concur with the RS's mark of "F" in section D-2; justification lacks specificity and overstates the MRO's proficiency; more accurate mark is D."

15. Instructions for Completing Section L (Addendum Page)

a. General. The addendum page is normally the only attachment to the fitness report. The exception is as noted in chapter 6, paragraph 8d, when the MRO is a student or special trainee assigned to a non-Marine command or institution.

b. Purpose. The addendum page provides a standardized format to the MRO and all reporting officials for use in the following situations:

(1) Continuation of the RS's:

(a) Narrative on an adverse report (see chapter 5, paragraph 2a).

(b) Justifications when more than one attribute in a section requires justification for an "A", "F", or "G" marking (see paragraph 6e of this chapter).

(c) Section I comments when the combined length of mandatory and directed comments exceeds the space in section I (see paragraph 12c of this chapter).

(2) Rebuttal statements from the MRO (see chapter 5, paragraph 3d).

Note: The MRO cannot submit a rebuttal to a fitness report that is not adverse.

(3) The RO's and third officer sighter's comments associated with an adverse report (see chapter 5, paragraphs 4 and 5).

(4) The RS's recommendation for an MRO's accelerated promotion (see paragraph 3g(4)(e) of this chapter).

(5) Administrative reviews by the senior Marine representative (see chapter 6, paragraph 8b).

(6) Submission of supplemental comments (see chapter 8, paragraph 10c).

(7) Quality control documentation for HQMC (see paragraph 15f of this chapter).

c. Administrative Instructions

(1) If more than one addendum page is necessary for any particular purpose, the user must identically complete items 1 through 3 on all pages.

(2) For reports completed inside of A-PES, the system will automatically number the addendum pages in the order created.

(3) For reports completed outside of A-PES, all addendum pages must reflect the appropriate page number (e.g., 1 of 2, 2 of 2,) of that Marine's submission. For example: If an MRO's rebuttal statement is three pages in length, and the RO's statement requires two addendum pages, the following applies:

(a) In the appropriate spaces on the MRO's statement, mark the sequential pages 1 of 3, 2 of 3, and 3 of 3.

(b) Mark the RO's statement 1 of 2 and 2 of 2.

(4) Each addendum page must be signed by the Marine who created the page.

(5) For adverse reports, each addendum page also requires the certifying signature of the Third Officer Sighter. Additionally, the Third Officer Sighter billet must be annotated.

d. Completion Instructions

(1) Section L. Mark an "X" in the block as appropriate to indicate addendum pages are attached.

(2) Addendum Page. Complete as follows:

(a) Section A (Purpose)

1. Item 1, (Marine Reported On). Type the information required in blocks a, b, c, d, and e exactly as it appears in section A, item 1 of the fitness report.

2. Item 2, (Occasion and Period Covered). Type the information required in blocks a and b exactly as it appears in section A, item 3 of the fitness report.

3. Item 3, (Purpose). Type an "X" in the appropriate box listed under item 3 indicating the purpose of the addendum page. Mark only one box.

(b) Section B (Text). Complete per the administrative instructions in paragraph 15b of this chapter.

(c) Section C (Submitted By)

1. Type the information required in items 1 through 4.

2. Sign in the space provided and record the date signed in the appropriate blocks using the eight-digit (YYYYMMDD) format.

(d) Section D (General/Senior Officer Adverse Report Sighting)

1. Type the information required in items 1 through 5.

2. Sign in the space provided and record the date signed in the appropriate blocks using the eight-digit (YYYYMMDD) format.

e. Special Instructions for Adverse Fitness Reports. Due to the sensitive nature of adverse fitness reports, reporting officials must complete additional administrative steps when using the addendum page in conjunction with these reports. See Chapter 5 for specific details.

f. Headquarters Marine Corps (HQMC) Use. HQMC will use block 3f (HQMC Use) of item 3, for internal quality control in conjunction with those reports administratively reviewed at HQMC, or for appropriate clarification of the record when necessary.

16. Instructions for Completing Reports on Marines with Classified Duties

a. Fitness reports shall not contain classified information.

b. Fitness reports for Marines performing classified duties shall be completed so as not to release classified information. In addressing the MRO's billet description (section B), billet accomplishments (section C), justification block in sections D through H (when applicable) and sections I and K comments, avoid any reference to specific operational or mission details to eliminate the requirement for classification. If any entry would result in the release of classified information, use the word "classified" in place of that entry.

Chapter 5

Procedures for Adverse and Appealed Reports

1. Adverse Reports

a. Reporting officials must document and report unsatisfactory performance, lack of potential, or unacceptable professional character.

(1) Do not report minor flaws or mistakes unless they are significant enough to affect the MRO's initiative and leadership potential, or hinder mission accomplishment.

(2) If the Marine does not improve after counseling, then the reporting senior should document the MRO's actions as a pattern of unsatisfactory performance and professionalism.

(3) Officials must never damn with faint praise nor hide behind policy definitions to avoid the responsibility and unpleasantness of reporting unsatisfactory performance, lack of potential, or unacceptable professional character.

(4) The RS must provide the factual basis for adversity, be specific, and avoid vague and ambiguous language that only serves to confuse the reader. Note: the factual basis is the MRO's action(s) that are being deemed adverse, not the result of the MRO's adverse action(s).

(5) The perception that a particular fitness report may reduce the MRO's competitiveness for promotion, selection, or assignment is irrelevant in determining whether a report is adverse or not. The adversity is in the recorded performance, not in perceived future competitiveness.

b. Governing Regulations. The importance of fitness reports to the Marine Corps demands the reporting chain ensure the accuracy of each report.

(1) Reporting officials must, per Article 1122 of reference (a), refer all adverse reports to the MRO for completion of items J-2 and/or K-6.

(2) Reporting officials must give the MRO an opportunity to comment on all adverse material.

(3) A third officer sighter must sight all adverse fitness reports (see paragraph 5 of this chapter).

c. Adversity Defined. There are two broad categories of adversity as it relates to fitness reports:

(1) Conduct-Related Adversity

(a) Conduct-based adversity occurs when, due to his or her actions, the MRO is subject to an adjudicated punitive process as described by chapter 4, paragraph 3f(3) or receives derogatory administrative material as described by chapter 4, paragraph 3f(2).

(b) The RS should describe the MRO's actions and any punitive measures taken against the MRO. The RS may use available documents when preparing the section I comments, but may not attach the documents to the

report. Appropriate disciplinary and derogatory material should be forwarded to MMRP-20 for inclusion in the MRO's OMPF as described in reference (m).

(c) As described by chapter 4, paragraph 12e(1), the RS must not report pending matters. Conduct-based adversity is reported only after the matter is fully adjudicated. This applies even when the Marine is reassigned to a different command prior to the final adjudication of the matter (i.e., A Marine in a TAD status is arrested and subsequently returned to the parent command while awaiting trial).

(2) Performance-Related Adversity

(a) Performance-based adversity reflects shortcomings in the MRO's performance. Examples include, but are not limited to, when the MRO:

1. Is relieved for cause.
2. Does not accomplish the requirements of their assigned billet.
3. Does not meet the RS's expectations.
4. Fails a follow-on or MOS-progression school.
5. Fails an annual training event such as the PFT.
6. Is assigned to BCP or MAP.

(b) The RS should specifically describe the MRO's shortcomings and highlight why the MRO was unable to succeed in their assigned billet.

(c) To the extent possible, the RS should document counseling provided to the MRO, especially regarding sub-standard performance. Documented counseling provides the MRO the necessary guidance to improve performance prior to the end of the reporting period and also supports the adversity if the MRO fails to improve. The RS should follow the guidelines for counseling in reference (g).

(d) Relief for cause. The reporting requirements for a Marine who is relieved for cause for performance-related adversity, compared to the reporting requirements for a Marine who is relieved for cause for conduct related adversity, is different.

1. For a performance-related relief, the RS must provide the factual basis for the assessment in the justification block of the appropriate attribute and state in section I that the MRO was relieved for cause.

2. For a conduct-related relief, the RS must explain in section I what fully adjudicated punitive process the MRO was subject to and what, if any, punitive measures were taken against the Marine; or what derogatory administrative material the MRO received. In either instance, the factual basis for the adversity that supports the relief cannot be under investigation or pending further adjudication. Derogatory material received from above the reporting chain of command is subject to the same requirement; therefore, a relief for cause given from a higher level of command does not

constitute derogatory material if the MRO's action(s) that resulted in the relief are under investigation or pending further adjudication.

3. While not a requirement, a relief for cause should be documented via a 6105 or page 11 counseling stating the reason(s) for the relief and included in the MRO's OMPF per the provisions of reference (m).

d. Adverse Marks and Comments. Specific entries and/or comments listed in this paragraph will render a report adverse.

(1) Section A

(a) Item 6b. An "X" mark indicating the MRO was the subject of derogatory material as defined by chapter 4, paragraph 3f(2).

(b) Item 6c. An "X" mark indicating the MRO was the subject of disciplinary action as defined by chapter 4, paragraph 3f(3) during the reporting period.

(c) Item 7b. An "X" mark indicating the MRO is not recommended for promotion (refer to chapter 4, paragraph 3g(2)).

(d) Item 8a. Codes "U" or "X" (refer to chapter 4, paragraph 3h(1)).

(e) Items 8b and 8c. Codes "F" or "RDNT" (refer to chapter 4, paragraph 3h(2)).

(f) Item 8f. The body fat percentage reported is greater than the maximum allowed for the MRO's gender and age (refer to chapter 4, paragraph 3h(6)).

(2) Section C. Comments indicating the MRO accomplished below average or unsatisfactory results are inappropriate and must be avoided in section C, but can be included in sections D through I. See chapter 4, paragraphs 5a(4) and 5c(1)(c).

(3) Sections D through H. Any mark of "A" is adverse. Note: The RS must justify the mark in the corresponding justification block.

(4) Section I Comments

(a) Comments that indicate the MRO was formally assigned (initial or follow-on assignment) to, or extended on, the BCP as directed by reference (r). If the MRO's BCP assignment spans multiple reporting periods, only the reporting period in which the MRO was formally assigned/extended to the BCP will be made adverse.

(b) Comments that indicate the MRO was formally assigned (initial or follow-on assignment) to, or extended on, the MAP as directed by reference (r). If the MRO's MAP assignment spans multiple reporting periods, only the reporting period in which the MRO was formally assigned to the MAP will be made adverse.

(c) Comments identifying a failure by the MRO to qualify or requalify during an annual qualification/requalification training period at any time within the reporting period when the RS deems the MRO's failure

resulted from a lack of effort or negligence on the part of the Marine.
Note: This also applies to an MRO who fails swim qualification or MBST testing due to negligence or indifference.

(d) Comments indicating the MRO was required to, but did not fire, during an annual qualification/requalification training period at any time within the reporting period when the RS deems the MRO's failure to fire was the result of a lack of due diligence on the part of the Marine.

(e) Comments identifying the MRO's failure of a scheduled PFT or CFT during the reporting period that is not currently reflected in the MCTFS or in item 8 (Special Information), block b (PFT) or block c (CFT). Refer to chapter 4, paragraph 3h(2)(a) for information on which score to note in section A. Note: Remedial PFTs or CFTs that result in a passing score for the MRO do not count for reporting purposes. The RS may, however, highlight the passing score in section I as an additional comment.

(f) Comments pertaining to the MRO's drop from, or failure at, a school because of the Marine's unwillingness to try, cavalier attitude, or unprofessional conduct.

1. Reporting officials must not, however, penalize a Marine for lacking the MOS prerequisites for the school or for lacking formal education or natural abilities or aptitudes to complete the school. If the MRO is dropped from a school due to lacking the natural abilities or aptitude to complete the course, and not because of those items listed in sub-paragraph (f) above, the RS shall comment as follows in section I, "MRO was disenrolled from the school because he/she did not meet the required prerequisites." The RS will complete the report as a regular, non-adverse, fitness report.

2. Examples that are not adverse: Dropped from flight school or any entry-level technically oriented school because of not having specific ability or aptitude; not accepted for Drill Instructor or Recruiter School or duty because of not meeting the ideal psychological profile. Note: Reporting officials should not base recommendations for promotion in these examples purely on academic achievement, grade point average, aptitude, or ability to assimilate instruction; the "whole Marine" concept still applies.

(g) Comments identifying academic failure in an MOS related follow-on school, or an academic or leadership failure at a PME course of instruction.

(h) Comments identifying the MRO's disenrollment for lack of effort from, or refusal to enroll in, a required nonresident PME program. These situations indicate an indifference towards professional growth on the part of the MRO.

(i) Comments identifying alcohol-related incidents or reportable occurrences of alcohol misuse, including driving under the influence or driving while impaired (see chapter 3, paragraph 9b).

(j) Comments identifying the MRO's failure of alcohol rehabilitation treatment or their inability to benefit from counseling services (see chapter 3, paragraph 9b(4)).

(k) Comments in addition to those made in section C or justification blocks for sections D through H, describing the moral or professional character, performance, or potential of the MRO that reflect:

1. A failure to accomplish job assignments or meet established standards.
2. A judgment of his or her inability to cope with increasing MOS and professional responsibilities and assignments.
3. An inability to increase life skills and progress professionally.
4. Poor character.
5. Dereliction of duty.
6. Lack of restraint.
7. Substantial indebtedness.
8. Disreputable morals; to include hazing.
9. Substantiated harassment or discrimination; to include sexual harassment.
10. Conduct unbecoming a Marine leader.

(l) Comments concerning the MRO's personal or family problems that affect performance or diminish effectiveness to lead. Note: Per the provisions of chapter 4, paragraph 3h(1) (d)2, regarding Marines prohibited from requalifying due to the Lautenberg Amendment to the Gun Control Act of 1968, no qualifying section I comment is warranted unless the incident of spousal or family abuse that created this situation is current adverse material for the reporting period.

(m) Comments pertaining to medical issues (physical and/or psychological) that affect the MRO's performance of duties or diminish his or her effectiveness as a leader and reflect a lack of due diligence within the limits of the MRO's duty status. Note: The RS should succinctly address the facts, not attempt to medically diagnose or offer a prognosis.

(n) Comments identifying periods of UA or declaration as a deserter.

(o) To further state the MRO has or is correcting any of the problems identified in (a) through (n) above does not erase the adversity.

(5) Section K, Item 3. A mark of unsatisfactory for the comparative assessment. The RO needs to amplify a mark of unsatisfactory.

(6) Section K Comments. The same definitions of adversity described for sections A and C through I above apply to the RO's comments in section K.

(7) Negative Words, Phrases, and Qualifying Adverbs

(a) Most adverse reports contain negative words, phrases, or qualifying adverbs that send up a red flag, such as:

1. But, however, nevertheless...
2. Does not display...
3. Minimal, below average...
4. Failed to...
5. Unqualified to/for...
6. Lacks the...
7. Needs development, supervision, improvement in...
8. Usually, sometimes, normally, generally...
9. Recommended for promotion with reservation/hesitation...

(b) Reporting officials shall avoid negative phrases and their implication unless the intent is to render the report adverse.

(c) The list above is meant to be used as a guide and is not an exhaustive list. HQMC (MMRP-30) is the final authority on whether a word or phrase has adverse implications.

2. Reporting Senior (RS) Action

a. The RS must specifically describe the reason(s) why the report is adverse. The RS should use addendum pages as necessary to document the factual basis for the adversity. The RS must inform the MRO when the report is signed and ready for review.

b. Transfer of either the RS or the MRO is not a valid reason for failing to inform the MRO of the report.

c. Once the MRO has reviewed the report, the RS must:

(1) Ensure the MRO completes item 2 of section J by:

(a) Signing and dating the report.

(b) Marking the appropriate block indicating his or her desire to make a statement.

(2) Ensure compliance with the provisions of paragraph 3 of this chapter.

d. Following completion of section J, item 2 and the MRO's statement, if so indicated, the RS will deliver the report to the RO for review, adjudication, and forwarding to a third officer for sighting (see paragraph 5 of this chapter).

e. The RS will not attach additional comments for the record concerning the MRO's statement; however, the RS may provide informal comments to the RO

to assist in clarifying issues. Note: Do not forward these comments to the CMC (MMRP-32).

f. If the MRO indicates in section J, item 2 that he or she has attached a statement, but subsequently fails to do so within the prescribed time frame (see paragraph 3d(4) of this chapter), the RS should do the following:

(1) Confirm the absence of the statement.

(2) Forward the report to the RO and inform him or her of the MRO's failure to attach a statement.

3. Marine Reported on (MRO) Action

a. The MRO is provided no less than five working days to review and sign the report.

b. By close of business of the fifth working day following the day the MRO is provided a copy of the report, the MRO must:

(1) Sign and date section J, item 2 of the report (see chapter 4, paragraph 13d).

(2) Indicate in the appropriate block of section J item 2 a desire to make or not to make a statement.

c. When the MRO indicates there is "no statement to make", the report is assumed accurate as written.

d. When the MRO desires to make a statement, the following guidance applies:

(1) Complete the statement using an addendum page per the instructions in chapter 4, paragraph 15.

(2) The MRO's statement must conform to Article 1122 of reference (a) regarding temperate language, limitation to facts, and performance of duty during the period of the report.

(3) The fitness report is not the forum for surfacing issues more timely and appropriately handled at request mast or through an Article 138, UCMJ Complaints of Wrongs petition per the provisions of reference (h).

(4) The MRO has five working days after referral of the report to return the completed statement to the RS. If the MRO requires additional time, he or she should request additional time in writing to the RS. The RS should normally grant any such reasonable request, but approval for the request is not automatically granted.

e. If the MRO refuses to sign the report, see paragraph 7 of this chapter.

f. If the RO forwards the report to the MRO per the provisions of paragraph 4d of this chapter, by the close of business on the fifth working day following the day the MRO is provided a copy of the report, the MRO must:

(1) Sign and date section K, item 6 (see chapter 4, paragraph 14b (7)).

(2) Indicate in the appropriate block of section K, item 6 a desire to make or not make a statement.

(3) When the MRO indicates there is no statement to make, the report is assumed accurate as written.

(4) When the MRO desires to make a statement, the same guidance as noted in paragraph 3d of this chapter applies, with the exception that the MRO must return the completed statement to the RO vice the RS.

4. Reviewing Officer (RO) Action

a. In the event the MRO attaches a statement that disagrees with the RS as to matters of fact, the RO must:

(1) Take action to resolve inconsistencies and disagreements.

(2) Solicit input from the RS, appropriate staff officers, commanders, and senior enlisted advisors when their comments help to clarify factual differences between the report and the MRO's rebuttal. Note: While in certain situations separation by time and distance may prevent the RO from having firsthand observation of the MRO and RS relationship, the RO shall employ every reasonable effort to adjudicate the report.

(3) Indicate in section K, item 4 or on an addendum page, if necessary, the actions taken and findings of fact.

(4) Return the fitness report to the RS for corrections if the report is not administratively and procedurally correct.

b. When the MRO's statement adds new information that the RS did not previously address in his or her comments, the RO must determine the validity of the new information, and indicate findings and actions taken.

c. The RO must not attach additional documentation in the form of third-party statements in support of either the RS or MRO positions to the report.

(1) This does not preclude the RO from researching and obtaining such statements and commenting on the findings in resolving the issues of the case.

(2) When it is not possible to resolve differences, the RO must state this fact and explain why in his or her comments.

d. If the RO marks the K-2 "concur" box, and/or the K-3 "unsatisfactory" block, and/or makes adverse comments in K-4, the RO must inform the MRO when the report is signed and ready for review.

(1) Transfer of either the MRO or the RO is not a valid reason for failing to inform the MRO of the report. If necessary, the RO should mail a copy of the report to the MRO for acknowledgment and return.

(2) Once the MRO has reviewed the report, the RO must:

(a) Ensure the MRO completes section k, item 6 of section K by:

1. Signing and dating the report.

2. Marking the appropriate block indicating his or her desire to make a statement.

(b) Ensure compliance with the provisions of paragraph 3 of this chapter.

(3) Following completion of section K, item 6 and the MRO's statement, the RO will deliver the report to the third officer for sighting (see paragraph 5 of this chapter).

(4) The RO will not attach additional comments for the record concerning the MRO's statement; however, the RO may provide informal comments to the third officer sighter to assist in clarifying issues. Note: Do not forward these comments to the CMC (MMRP-32).

e. In situations when the MRO indicates in section J, item 2 that he or she has attached a statement but subsequently fails to do so within the prescribed time frame, the RO should do the following:

(1) Confirm the absence of the statement.

(2) Comment in section K, item 4 (Reviewing Officer Comments) on the fact the MRO indicated in section J, item 2 that he or she has attached a statement but has failed to do so. Note: To document the MRO's change of mind since signing section J-2, have the MRO mark and sign section K-6 accordingly.

f. The RO must complete the review action, to include forwarding for third officer sighting, in sufficient time to ensure the report arrives at HQMC within 60 days after the end of the reporting period.

(1) If any of the MRO, RS, or RO is transferring, reporting officials should make a concerted effort to resolve differences while the principals are still present.

(2) Reporting officials should strive to ensure the RO of record at the time the report ended is the RO who attempts to resolve any differences and arbitrates the report.

g. Procedures for adjudicating unsupported or unreported adversity. Given the RO's responsibility for ensuring fitness reports adhere to the policy set forth in this Order, the RO must:

(1) Return any fitness report to the RS with administrative or procedural errors which require correction.

(2) In the case where the RS renders a report adverse and the RO does not agree with the adversity, the RO will not process the report.

(a) In such situations, the RO shall provide the RS the reason why the adversity is deemed unsupported and provide the RS an opportunity to further support the adversity.

(b) If after discussion, the RS refuses to remove the adverse mark(s) and/or comment(s), and cannot convince the RO that the report should be adverse, the RO will modify the reporting chain according to chapter 2, paragraph 10f(4) and assume reporting responsibility as the new RS.

(3) In the case where the RO believes the report should be adverse, but the RS forwards a non-adverse report, the RO can mark the "Adverse by RO" button in A-PES. The report must be processed according to the instructions in Chapter 5. The RO shall explain the adversity in Section K.

5. Third Officer Action. A third officer must sight all adverse fitness reports per the following guidance.

a. Adverse Officer Reports. A general or flag officer (or the SES equivalent) within the chain of command will sight all adverse officer reports. If the next level above the RO is the CMC, a designated general officer at HQMC will sight the report.

b. Adverse Enlisted Reports. The next officer in the reporting chain senior to the RO, normally the RO's reporting senior, will sight all adverse enlisted reports. The third officer sighting the report shall be the commanding officer or executive officer at the battalion or squadron level, or a field-grade officer or civilian equivalent at a higher level of command.

c. Responsibility

(1) The Third Officer Must:

(a) Take action to resolve inconsistencies and disagreements when the MRO's attached statement disagrees with the RO as to matters of fact.

(b) Take action to determine the validity of the new information, when the MRO's statement adds new information that the RO did not previously address in his or her comments.

(c) Indicate the actions taken or findings of fact on an addendum page per the provisions of chapter 4, paragraph 15.

(d) Return the fitness report to the RO for corrections if the report is not administratively and procedurally correct.

(2) Since the third officer is in many cases removed from firsthand knowledge of what is being reported, input from the RO and appropriate staff officers, commanders, and senior enlisted advisors is important when their comments are applicable.

(3) If the third officer's remarks add new adverse material, refer the remarks to the MRO for acknowledgment and the opportunity to make a statement. Note: Should the MRO provide a rebuttal, the third officer may make closing comments, if deemed appropriate.

(4) The third officer should forward the completed report to the CMC (MMRP-32) within 60 days after the end of the reporting period.

d. Procedures for adjudicating unsupported adversity. When the third officer sighter does not agree with adversity within the report, he/she will not complete the report.

(1) In such situations, the third officer sighter shall provide the RO the reason why the adversity is deemed unsupported and provide the RO an opportunity to further support the adversity.

(2) If after discussion, the reporting officials refuse to remove the adverse mark(s) and/or comment(s), and cannot convince the third officer sighter that the report should be adverse, the third officer sighter will modify the reporting chain according to chapter 2, paragraph 10f(4) of this Order, and assume reporting responsibility as the new RS.

(a) After the reporting chain has been modified, the new RO must make a comment in section K stating, "The reporting chain for this report has been modified due to an unresolved conflict."

(b) If the third officer sighter is a flag officer or equivalent, then he/she may serve as both the RS and RO according to chapter 2, paragraph 10f(5) of this Order.

(c) The fitness report may be completed as a N/O report if the new RS does not have sufficient observation to complete an observed fitness report. The directed comment for the N/O nature of the report shall state, "This report is N/O due to insufficient observation following modification of the reporting chain."

e. General Officer Reviewing Officers (ROs). When the RO is a general or flag officer (or the civilian equivalent), third officer action as described above is not required. If the MRO provides a rebuttal to the general officer's review comments, the general should comment on that rebuttal for clarification as appropriate.

6. Statements After the Fact

a. The purpose of the MRO's statement is to allow presentation of both sides of the issue in an attempt to resolve any misunderstanding or misinformation during preparation of the report. This action should occur prior to submission of the report with all the principals at hand.

b. When the MRO indicates in item 2 of section J or item 6 of section K: "I have no statement to make," it should be absolutely clear to the Marine that the expressed desire not to submit a statement presumes no basis for one.

c. The CMC will not make any further provisions to accept a statement after the fact.

7. Action When the Marine Reported on (MRO) Refuses to Sign the Report

a. If the MRO refuses to sign either section J, item 2 or section K, item 6, the reporting officials must counsel the MRO on the ramifications of his or her decision. Ensure the MRO understands the following:

(1) Acknowledging the report and making a statement is the MRO's opportunity to communicate with the CMC and rebut the report.

(2) When the MRO refuses to sign and acknowledge the report, it is assumed the MRO has no statement to make and that the report is accurate as written.

(3) In accordance with paragraph 6 of this chapter, the MRO cannot submit a statement after the fact.

(4) Refusal to sign the report constitutes a violation of a written order and potentially subjects the Marine to punishment under Article 92 of reference (h).

b. If the MRO still refuses to sign the report after being counseled, the RS or RO as appropriate, will make a directed comment in section I or section K, item 4 respectively. The comment must include a statement that the MRO refuses to sign the report.

8. Appeals to Previously Submitted Reports

a. The MRO may appeal any report that he or she believes is incorrect, inaccurate, or in violation of the policies and instructions in this Order once the report is a matter of official record. The MRO must submit an appeal per the provisions of Chapter 10.

b. The appeal process is not a substitution for an attempt at proper resolution of an adverse report during its preparation and review. Reporting officials must endeavor to thoroughly adjudicate the report or resolve any perceived injustice before submitting the report to HQMC.

9. Incidents in a Prior Reporting Period

a. Adverse incidents which occurred in a prior reporting period, but which were unknown to the reporting officials at that time or are finally resolved in a succeeding period, will be reported in the reporting period during which the information was made known and/or resolved.

(1) This is normally the case when pending military or civilian judicial actions result in convictions, or pending review boards or investigations are completed and findings approved in the succeeding periods. Such pending actions requiring resolution are not reportable until finally resolved per chapter 4, paragraph 12e(1).

(2) This also occurs when the reporting officials are not made aware of adverse action that occurs outside of the reporting chain (i.e., the MRO is convicted of an offense in civilian court).

b. Conversely, incidents known in a prior reporting period that were finalized and resolved in that period, but went unrecorded, need to be documented on an addendum page for the applicable period by the RS and RO of record for that period. In the event the RS or RO of record are not available, or do not respond to requests to document the incidents, then the current reporting officials will follow the procedures in paragraph 9a of this chapter by reporting the incident in the next report due on the MRO. The new adverse material must be referred to the MRO, any rebuttal reviewed and adjudicated, and the new information sighted by a third officer.

Chapter 6

Special Instructions

1. General Information. Considering the diversity of units, missions, and operational circumstances inherent to the Marine Corps, it is impossible to adapt all of the instructions contained in the preceding chapters to all Marines. Consequently, this chapter identifies known exceptions and gives special guidance. Contact CMC (MMRP-30) for further guidance.

2. Waivers of Policy

a. All waivers for special situations previously approved shall remain in effect unless directly notified otherwise. Commanders should submit requests for new waivers or modification to existing waivers as appropriate.

b. It is incumbent upon all reporting officials and commanders to apply the policies contained herein.

(1) Commanders and reporting officials must identify those situations that are unique and require modifications to accomplish the objectives outlined in Chapter 1.

(2) After a thorough examination of this Order, commanders and reporting officials who, based on their particular situation, identify the need for a waiver of any section of this Order should:

(a) Request the waiver from the CMC (MMRP-30) via their chain of command.

(b) Adhere to the policies in this Order until they receive approval of the waiver request.

c. Certain cases of geographically isolated units and Marines, where the standard reporting chain cannot be reasonably established, may require a waiver for RO authority. Applicable Marine Corps Orders that standardize situationally unique reporting chains(e.g., reference (z), and the like) provide specific authority for the reporting chain.

3. Combat and Operational Deployment Situations. The provisions for submitting fitness reports by units involved in combat or unique operational deployment situations are as follows:

a. Reporting Chain. Commanding generals may modify reporting chains as necessary when situations dictate.

b. Submission Deadline. If the situation dictates, waivers to the submission deadline for fitness reports (30 days after the end of the reporting period) may be granted per chapter 7, paragraph 3.

c. Fitness Report Preparation. Reporting officials may submit handwritten reports under extremely unusual circumstances such as combat.

(1) When all required section A administrative data is not available, the RS may submit partially completed reports.

(2) Upon receipt at HQMC, the Performance Evaluation Section (MMRP-30) will take necessary action to ensure the completion of the reports for processing.

(3) For such reports, it is critical that at least the names and DoD ID numbers of the MRO, RS, and RO are accurate.

d. Missing or Prisoner of War Status

(1) RSs must submit DC reports upon placement of the MRO in a missing status as a result of being:

(a) Missing in action.

(b) Captured by a hostile force.

(c) Interned or detained by a foreign country against his or her will.

(2) The "to" date for the report is the declaration date of the MRO's specific status.

e. Combat Report Criteria

(1) To be considered for a combat fitness report, the MRO must be serving in a project/crisis code area as designated by the Chairman, Joint Chiefs of Staff, and announced by message from Joint Headquarters or this Headquarters as applicable.

(2) Assignment in the theater of operation, receiving imminent danger pay, qualifying for a campaign or expeditionary ribbon does not meet the criteria for a combat report. The MRO must be subjected to hostile fire in combat operations against an enemy or in direct support of those engaged in hostile fire with an enemy. Per chapter 4, paragraph 12d(1)(a)3, the report must comment on the nature of the combat operation and the MRO's actions relative to the operation.

(3) It is the responsibility of the commanders on the scene to determine when combat fitness reports are justified and monitor submission of the reports. RSs should document, as applicable, the MRO's combat actions in section C (Billet Accomplishments), in justification comments when "F" or "G" attribute grades are supportable, or in section I comments. To assist in determining if a combat report is appropriate, at least one of the following criteria must be met:

(a) The MRO was under fire;

(b) The MRO returned fire;

(c) The MRO directly supported those under fire with supporting arms;

(d) The MRO was in direct service support within the immediate combat area; or

(e) The MRO was in a leadership or staff support role directly coordinating actions in the immediate combat area.

(4) Actions meeting the eligibility for the Combat Action Ribbon or Strike/Flight Air Medal make a combat report a certainty.

4. Academic and Training Duty

a. Report academic and training duty as a student like regular duty. Reporting officials must observe and report all aspects of a Marine's performance, potential, and professional character, as appropriate. Note: Academic reports will not be recorded on the RS or RO profiles and will not generate a relative value or comparative assessment mark on the Master Brief Sheet.

b. All MROs in a training status at an MOS-producing school, other formal course of instruction (e.g., Fleet Replacement Squadrons (FRS)), or degree-producing course of instruction (e.g. MECEP) will receive an academic-type report, regardless of billets or duties assigned in addition to academic requirements.

c. Submit fitness reports for Marines attending school or formal courses of instruction as a result of PCS/TEMINS orders per the submission requirements outlined in Chapter 3.

d. When a Marine is attending a formal course of instruction in a TAD status for 31 or more days, the following guidance applies:

(1) Per chapter 3, paragraph 4f, the RS at the parent command must submit a "to temporary duty" (TD) report when the MRO departs for instruction.

(2) Per chapter 3, paragraph 4g, the RS at the formal course of instruction must submit a "from temporary duty" (FD) report upon completion of the MRO's instruction. Note: Back-to-back TD reports may occur when an MRO finishes one formal course and reports to another school before returning to the parent command.

(a) The RS may submit a N/O report. Note: This is an exception to the provisions of chapter 3, paragraph 5a.

(b) The additional reporting requirements for Marines in a temporary duty status identified in chapter 3, paragraph 4g(5) apply.

(c) If the MRO is dropped or disenrolled from a formal course or school in less than 90 days, the RS must complete an FD report and explain the reason in section I.

1. Disenrollment for cause is adverse and shall be processed per the provisions of Chapter 5.

2. If the MRO is disenrolled for conduct, violating an honor code at the school, or other similar reason, and the matter is not adjudicated as described by chapter 4, paragraph 3f(3), the adverse conduct cannot be mentioned on the fitness report per the provisions of chapter 5, paragraph 1a(1).

e. When a Marine is attending a formal course of instruction in a TAD status for 30 or less days, the following guidance applies:

(1) No fitness report is required.

(2) The RS at the MRO's parent command should address the MRO's attendance at the formal course of instruction in section C and/or section I of the MRO's next report.

f. Per chapter 4, paragraph 3c(3), the RS must enter the one-letter code "A" in section A, item 3c (Type Duty) for all Marines performing academic or training duty as students.

g. Submit an RT report per chapter 3, paragraph 4m for SMCR or IRR members attending school or a formal course of instruction lasting 30 days or less.

h. Submit observed reports to the extent possible.

(1) Section B must reflect the nature of the program of instruction.

(2) Section C must include course completion, class standings, etc.

(3) RS should evaluate the MRO in as many of the attributes in section D through G as possible.

(4) RS must complete section I, making directed and additional comments as appropriate.

(5) ROs should complete section K, commenting as appropriate.

(6) For aviation students attending the FRS, academic, observed reports may be written when duties associated with squadron billets are performed in addition to their academic syllabus, or when superb or meritorious actions merit.

i. When the MRO is at a non-Marine command or formal course of instruction, paragraph 8d of this chapter may apply.

5. Fitness Reports for Defense Counsel or Military Judges

a. Defense Counsel. Reference (y) defines the reporting chain and policies for judge advocates assigned duties as defense counsel. The MRO may receive a simultaneous report (see chapter 2, paragraph 10c) from the local command, only for performance of non-defense counsel responsibilities, provided the MRO performs additional significant duties and responsibilities for that command.

b. Military Judges. Applicable military judiciary instructions define the reporting chain for a Marine Corps judge advocate assigned to perform duties as a military judge. Fitness reports shall conform to the general policies described in this Order and in instructions of the Judge Advocate General of the Navy, the Chief Judge of the Navy-Marine Corps Trial Judiciary, or the Chief Judge of the U.S. Navy-Marine Corps Court of Criminal Appeals.

c. Officers Assigned to the Navy-Marine Corps Court of Criminal Appeals. Reporting officials must evaluate the performance of a judge advocate assigned to a judicial billet as an appellate judge with a view toward assessing that officer's performance and conduct during the reporting period,

while at the same time fully supporting the fundamental principle of decisional independence.

(1) Reporting officials must not base their evaluation on a judge's judicial opinions, rulings, or the results thereof.

(2) Evaluation of an appellate judge may include the officer's knowledge of criminal law and procedure, judicial demeanor, industry, adherence to rules of procedure and ethics, clarity and quality of written opinions without regard to the decision ultimately reached, management ability (when applicable), collegiality, and significant non-judicial contributions to the service or local community.

6. Remedial Promotion. When a Marine is remedially promoted, the RS must complete a fitness report with a GC occasion and include a directed comment in section I stating the MRO's promotion date (the date the actual ceremony took place) and date of rank.

a. Example: A sergeant is promoted to staff sergeant on 2 June 2009 and given a DOR of 1 October 2008. Section I should state, "Remedially Promoted 20090602, DOR 20081001".

b. The "To" date on the fitness report will be the day the MRO was physically promoted, not the MRO's DOR for pay and lineal purposes. No fitness report is due for the elapsed time between the MRO's administrative DOR and physical promotion.

7. Set Aside/Disapproved Grade Reductions

a. If a grade reduction is remitted, the RS who submitted the GC report must resubmit the report as a DC report to CMC (MMRP-32) that excludes any reference to the reduction. The revised fitness report must be submitted on NAVMC 10835, which can be acquired from the MMRP-30 web page under the title, "PES PDF FITREP." An explanation of the appellate action and the MRO's reinstated date of rank must be provided along with the revised report.

(1) If any findings of guilt or punishment remain in effect, the RS must reference them in section I of the DC report.

(2) If the report includes reference to any findings of guilt and punishment remaining in effect, or other prior reported adversity pertaining to character or performance, the RS must:

(a) Ensure the MRO signs section J, item 2 (Certification by the MRO when the Report is Adverse).

(b) Ensure compliance with the provisions of Chapter 5 of this Order.

b. If NJP was set aside, the RS of the corresponding DC fitness report must submit a revised report to CMC (MMRP-32) without any mention of the findings of guilt or punishment that was set aside. The same process applies if the entire NJP was set aside. The revised fitness report must be submitted on NAVMC 10835 (Rev. 7-11) (EF), which can be acquired from the MMRP-30 web page under the title, "PES PDF FITREP." An explanation of the appellate action and the MRO's reinstated date of rank must be provided along with the revised report.

c. The MRO must submit a request to CMC (MMRP-13), per the provisions of chapter 10, to have the old fitness report removed from his/her OMPF. A copy of the signed set aside letter must accompany the request. The MRO need not wait for the RS to complete the revised fitness report before submitting the request to have the old report removed from his/her OMPF.

8. Reporting Officials for Marines Serving External to Marine Corps

a. Reporting Officials. Reporting officials for Marines serving external to the Marine Corps must adhere to the provisions of this Order and, to the extent possible, understand and consider Marine Corps values when completing a fitness report.

(1) Either the Reporting Senior (RS) or Reviewing Officer (RO) is a Marine. If a Marine normally functions as either the RS or RO according to the standard reporting chain defined in chapter 2, paragraph 2, process the report per the guidance of this Order. The RO must forward the completed report to the CMC (MMRP-32) per the provisions of chapter 7.

(2) Neither the Reporting Senior (RS) nor Reviewing Officer (RO) is a Marine. Organizations should strive to include a Marine in the reporting chain. In those cases, however, when neither the RS nor the RO is a Marine officer, the following guidance applies:

(a) Reporting officials should seek the assistance, if available, of the SMR in the command or agency in preparing the report.

(b) Following preparation and review, the RO shall forward the report to the SMR, if one is available.

(c) The SMR shall review the report for administrative and procedural correctness and forward the report to the CMC (MMRP-32) per the provisions of chapter 4, paragraph 1c.

(d) For reports on the SMR in the command, staff, or agency, the RO must forward the completed report to the Marine Corps unit that sponsors the billet.

1. The sponsoring unit will administratively review the report and forward it to the CMC (MMRP-32).

2. Ensure reports arrive at the HQMC unit in sufficient time to allow forwarding of the report to the CMC (MMRP-32) no later than 30 days after the end of the reporting period.

(e) If the RO (as defined in chapter 2, paragraph 4) is not in the general proximity of the MRO, or because of organizational structure would be unfamiliar with the MRO, the RS, with the approval of the RO of record will:

1. Request the SMR, if available, to function as the RO of record (provided he or she is the same grade or senior to the RS).

2. If a SMR is not available, forward the report for formal review to the Marine Corps unit that sponsors the billet.

3. Forward the report with an addendum page that states that review is not feasible and requests that the sponsoring unit review the report.

4. Following review, the sponsoring unit will forward the report to the CMC (MMRP-32).

(3) Marine Corps units sponsoring billets external to the Marine Corps must provide the Marines in these billets with the necessary guidance and support to assist their reporting officials when necessary.

b. Senior Marine Representative

(1) The SMR of the command, staff, or agency will assist reporting officials by:

(a) Providing non-Marine RSs or ROs guidance and education on the policies of this Order.

(b) Reviewing reports for administrative and procedural correctness.

(2) After reviewing the report, the SMR must attach an addendum page to the report per chapter 4, paragraph 15, marking item 3d indicating he or she administratively reviewed the report.

(3) If significant professional contact allows for meaningful assessment of the MRO, the SMR may comment on his or her observations pertinent to MRO's billet assignment and mission accomplishment. The senior Marine may also address MRO's embodiment of the "whole Marine" concept and how Marine Corps standards, values, and professional growth are exhibited. Note: If the SMR's comments add adverse material they must be referred to the MRO for acknowledgment and the MRO given the opportunity to make a statement per chapter 5.

(4) The SMR must function as the RO of record when requested to do so by the RS per paragraph 8a(2)(e)1 of this chapter, if the RO (as defined in chapter 2, paragraph 4) is not in the general proximity of, or because of organizational structure, would be unfamiliar with the MRO. Seniority requirements per chapter 2, paragraph 10d apply.

c. Marine Reported On (MRO)

(1) Provide the RS with a completed section A and billet accomplishments as appropriate.

(2) Assist the RS or RO in obtaining a copy of, and interpreting policy in, this Order.

d. Marines Permanently Assigned to Non-Marine Commands. Reporting officials for Marines assigned to other service commands, agencies or institutions as permanent personnel; e.g., instructors, liaison duty, staff members, and the like, must evaluate the MRO using the USMC Fitness Report form per the provisions of this Order.

e. Marines Temporarily Assigned to Non-Marine Commands. The following procedures apply to Marines assigned as students or special trainees at other service commands, agencies, or institutions, or to an exchange program with

another country that complete performance evaluations using their own standard form and values:

(1) When a fitness report is due, the MRO's administrative support unit will prepare section A of the USMC Fitness Report. The unit will:

(a) Mark item 5 (Special Case) of section A "not observed".

(b) Complete section B of the report per chapter 4, paragraph 4.

(c) Comment in section I as follows: "Attachment is the unique performance evaluation form required by this (command/institution)."

(2) The MRO will deliver the USMC fitness report to his or her RS, requesting that the service or agency unique performance evaluation (in whatever form) be attached to the fitness report.

(a) When accomplished, the MRO must have the RS sign section J, item 1 and have RO sign section K, item 5. The RO should not complete items 1 through 4 of section K.

(b) Mail the fitness report with the attached service/agency unique form to the CMC (MMRP-32) per chapter 7.

Chapter 7

Handling and Submission of Completed Reports

1. General Information

a. Per chapter 4, paragraph 1b reporting officials must safeguard the sensitivity and privacy of fitness report information.

(1) Each command and reporting official must establish and enforce procedures to ensure the treatment of completed fitness reports as privileged information.

(2) Limit access of completed reports to persons requiring knowledge of such reports.

b. Timely submission of fitness reports is critical. Reporting officials must ensure the CMC (MMRP-32) receives completed reports within 30 days of the end of the reporting period for normal reports and 60 days for adverse reports.

c. Per chapter 2, paragraph 11 reporting officials should maintain a personal copy or sufficient personal notes for at least five years to ensure that, if required by circumstance, an accurate reconstruction of the report is possible. This information must not be provided to others, left behind upon detachment (to include computer hard drives), or maintained as a system of organizational files.

2. Attachments to Reports

a. The only attachment allowed to a fitness report is the addendum page. Note: The only exception is for other service or agency-unique evaluation forms per chapter 6, paragraph 8e.

b. Submit all other material (commendatory, derogatory, or administrative) appropriate for inclusion in the Marine's OMPF via separate cover letter to the CMC (MMRP-20), per reference (m) and this Order.

3. Modifications to Submission Deadlines for Combat and Operational Deployment Situations

a. When combat or other unique operational deployment situations preclude the timely submission of fitness reports to HQMC, commanding generals may grant extensions up to 60 days to reporting officials. Note: The extension is for the preparation and submission period, not the ending date of the report.

(1) These extensions are for specific situations only and do not constitute a continuing authorization.

(2) When granted an extension, the RO must note the approval of the extension in section K indicating the commanding general's waiver approval for the submission deadline.

b. When combat or other unique operational deployment situations preclude the timely submission of fitness reports to HQMC within 30 days of the end of a reporting occasion, and the anticipated delay from end of

reporting period exceeds 90 days, waiver approval must come from the CMC (MMRP-30).

(1) Reporting officials must proactively request the waiver from the CMC (MMRP-30) via their chain of command.

(2) When granted an extension, the RO must note the approval of the extension in section K indicating the CMC's (MMRP-30) waiver approval for the submission deadline.

c. Failure to indicate either CG or CMC waiver authority would result in the report being processed and recorded as a late report.

4. Submission of Completed Reports. Submit completed reports as follows:

a. Fitness reports completed through A-PES are automatically submitted to the fitness report processing section for action.

b. Fitness reports completed outside of A-PES will be submitted as described in chapter 4, paragraph 1c(2).

c. Submit reports for Marines serving external to the Marine Corps per the special instructions contained in chapter 6, paragraph 8.

5. Access to Completed Reports. Paragraph 2800 of reference (b) provides authorization for individual Marines to access and review their fitness report records on file at HQMC. The primary means to access their records is through the "My OMPF" tab on the Marine Online (MOL) website.

Chapter 8

Headquarters Marine Corps (HQMC) Functions

1. General Information

a. The Performance Evaluation Section (MMRP-30) of the Records and Performance Branch (MMRP) implements policy and procedures, and collects, maintains, and provides essential data to support the CMC's personnel management responsibilities (assignment, retention, and promotion of Marines). The Section provides guidance and assistance to Marines in the application and administration of the PES.

b. The Career Counseling Section (MMRP-50) provides, upon request, counseling to Marines concerning competitiveness for upcoming promotion and selection boards and guidance concerning future assignments, lateral moves, and special assignments. The section also provides counseling to Marines in the grades of sergeant through colonel who fail selection on a board.

2. Performance Evaluation Section (MMRP-30) Responsibilities. The Performance Evaluation Section (MMRP-30) ensures the PES remains focused on values and standards of the Marine Corps, that the system functions effectively, and provides guidance and interpretation to the field and HQMC, as applicable. The section is organized by functional area and includes two primary sub-sections.

a. Policy and Compliance Section (MMRP-31). The Policy and Compliance Section (MMRP-31) is responsible for fitness report policy, research, correction, and accountability for all active-duty and reserve personnel. Additionally, the unit provides liaison support for promotion and selection boards. Commanders who have inquiries or who are assisting their Marines with performance record problems should direct their correspondence to the CMC (MMRP-31). Specific tasks include:

(1) Supervise adherence to PES policy, to include identification of those reporting officials who are noncompliant with the requirements of this Order.

(2) Supervise the PES education program for the Marine Corps.

(a) Provide briefs for Title 10 promotion boards and non-Title 10 selection boards.

(b) Provide briefs and classes at resident PME schools.

(3) Receive, review, staff, and recommend disposition of necessary corrections to fitness report records per the provisions of paragraph 10 of this chapter.

(4) Supervise policies regarding accountability of required fitness reports and audits of fitness report records.

(5) Prepare advisory comments on petitions to the Performance Evaluation Review Board (PERB) and Board for Correction of Naval Records (BCNR) regarding PES policy.

(6) Respond to requests for waivers of established PES policy.

(7) Conduct research, evaluate performance evaluation trends, and recommend policy changes as appropriate.

(8) Provide liaison with other branches of the military regarding performance evaluation matters.

(9) Provide personnel to act as inspectors addressing PES matters for the Inspector General of the Marine Corps.

b. Fitness Report Processing Section (MMRP-32). The Fitness Report Processing Section (MMRP-32) is responsible for initial screening and processing of all fitness reports into the automated system, returning incorrect fitness reports to reporting officials for correction, and forwarding correct reports to the CMC (MMRP-20) for inclusion in the OMPF. Specific tasks include:

(1) Ensure reports are administratively correct when submitted; return incorrect reports to the appropriate reporting official.

(2) Audit fitness reports for adherence to policy.

(3) Enter fitness reports into the database and ensure their accuracy.

(4) Reconstruct those reports which are missing from the OMPF.

(5) Prepare the correspondence necessary for follow-up action to correct erroneous reports.

3. Career Counseling Section (MMRP-50)

a. Upon request, the Career Counseling Section (MMRP-50) provides counseling and guidance to Marines in the grades of sergeant through colonel. Specific tasks include:

(1) Provide career counseling, planning, and educational guidance to Marines.

(a) Focus on operational experience, MOS credibility, command and staff leadership experience, relative competitiveness, and potential for key billet and command selection.

(b) Provide guidance regarding timing of resident PME and special programs.

(c) Marines are required to conduct a self-audit as described in Appendix G prior to their counseling session.

(d) Recommended that Marines contact the career counselors a year prior to any board on which their record will be considered.

(e) Marines can schedule a career counseling appointment via phone, email, or the MMRP-50 website.

(f) Counseling sessions are conducted via phone, Defense Connect Online, or in person.

(2) Provide advisory opinions to the PERB and BCNR, and when a Marine is considered for a special selection board.

(3) Provide responses to general officer inquiries and other staff actions which require review of the OMPF.

(4) Provide career counseling briefs for resident PME schools.

b. The counseling section is typically staffed with a mix of ground, aviation, and combat service support MOSs to better counsel Marines from all elements of the Marine Air Ground Task Force. However, each counselor is qualified to counsel Marines of any MOS.

c. Due to their status as the resident experts regarding individual competitiveness, the career counselors coordinate with the occupational field sponsors and monitors during the slating process.

4. Education. The key to preserving and improving the quality of performance evaluations is knowledge and understanding of PES policy and Marine Corps values. This is achieved through the education of all reporting officials. The CMC accomplishes this goal as follows:

a. Performance Evaluation System (PES). Commanders shall ensure that RSs, ROs, and senior enlisted advisors have access to, and understand, all current PES directives.

b. Formal Schools. All officer and enlisted PME courses of instruction, taught through the Marine Corps Combat Development Command, shall contain instruction devoted to the PES.

c. Unit Training. Commanders shall ensure that all MROs and reporting officials are knowledgeable of applicable provisions of the PES.

d. Briefs. MMRP-30 and MMRP-50 personnel provide briefs at formal schools, to promotion and selection boards, during the MMRP roadshow, and in other venues upon request.

5. Master Brief Sheet (MBS). The MBS is a ready reference document used in the personnel management process. The MBS provides key personal data and a summary of a Marine's performance evaluation record. The MBS has two sections:

a. Header Data. Provides service information extracted directly from the MCTFS (see Appendix C).

b. Fitness Report Listing. Provides a synopsis of all reports recorded in the system, and reflects data taken from sections A, D, E, F, G, H, and item 2 of section K of the fitness report (see Appendix D).

6. Reporting Senior (RS) Profile. The Reporting Senior Profile outlines the grading history of an RS by showing the fitness report average, in descending order, of every report written by the RS. It is a key tool for use in accomplishing the objectives of the PES.

a. Intent of the Reporting Senior (RS) Profile:

(1) The RS should write each report covering the performance and actions of an individual Marine during the discrete reporting period. The RS should pay particular attention to Chapter 4 and Chapter 5 (if adverse).

(2) After the report is complete, the RS should go back through each attribute and compare the assigned attribute marks to the attributes marks assigned to the other fitness reports within the RS's profile. The RS should make minor adjustments to the attribute marks, as necessary, to ensure that the assigned attribute marks are kept in context of the RS's true marking philosophy. The purpose of going back through a report to compare attributes is to check one's work. For example, if an RS gave a Marine an attribute mark of "D" for performance, but for other Marines within the same profile with comparable performance the RS gave attribute marks of "C," then the RS would be able to identify the inflated mark and re-mark it to more appropriately align it with the his/her historical standard. Attribute comparison IS NOT a process to enable a RS to write to a profile.

(3) Individual RS profiles aid in maintaining the integrity of the PES by providing the RS with a means to accurately report on each MRO while freeing the RS from concern about how other RSs are evaluating Marines of similar grades.

b. Reporting Senior (RS) Profile Dynamics

(1) The RS profile is a dynamic tool which develops over time.

(2) The profile reflects all reports written by the RS for each grade excluding academic, EN, and N/O reports.

(3) Because the RS profile is a snapshot of the RS's marking philosophy, RSs must understand the significance of maintaining a consistent marking philosophy throughout their careers.

(4) RSs must accurately and fairly assess the performance of their subordinates; RSs who fail to do so will unwittingly and unfairly discriminate against either previously submitted reports or subsequent reports.

(a) RSs who consistently mark all of their Marines the same do a disservice to their Marines and to promotion/selection/retention boards, because the reports will, for the most part, lack relative value in relation to all other reports written by the RS for Marines of the same grade.

(b) RSs who attempt to change their marking philosophy will either positively or negatively affect the relative value of reports for MROs they have previously rated.

1. If the RS begins systematically assigning higher than normal attribute marks, he or she diminishes the value of all the preceding reports within their profile that have lower fitness report averages.

2. If the RS begins systematically assigning lower than normal attribute marks, he or she inflates the value of all the preceding reports within their profile that have higher fitness report averages.

(5) The profile reflects the number of reports submitted late by the RS.

(6) No mechanism exists to "reset" RS profiles. Reporting seniors may view their profiles on the "My OMPF" tab on MOL.

c. Calculating Profile Data

(1) Fitness Report Average for an Individual Report

(a) Each block in the marking gradient for each attribute has an assigned numeric value as follows: A=1, B=2, C=3, D=4, E=5, F=6, G=7, and H=0. Note: Block H (N/O) has no value and does not factor into the calculation of the average.

(b) Each observed attribute numeric value is added to find the total, which is divided by the number of observed attributes to calculate the average, rounded to the nearest hundredth.

(2) Reporting Senior's Average of All Fitness Reports Written on Marines of Similar Grade. This average reflects the mean of the numeric value for all fitness reports written by the RS on Marines of the same grade.

(3) Reporting Senior's Highest Fitness Report Average of Any Report Written on Marines of Similar Grade. This value reflects the highest fitness report average of any report written by the RS on Marines of the same grade.

(4) Reporting Senior's Lowest Fitness Report Average of Any Report Written on Marines of Similar Grade. This value reflects the lowest fitness report average of any report written by the RS on Marines of the same grade.

(5) The Number of Reports Submitted by the RS Received at HQMC 60 or More Days After the End of the Reporting Period. This number reflects the number of reports submitted by the RS that HQMC received 60 or more days after the end of the reporting period.

7. Relative Value

a. Relative value is a boardroom metric and is not relevant to the fitness report writing process. The only purpose of relative value, by design, is to give individuals making personnel management decisions the ability to weigh the merit of a single fitness report in relation to the RS's rating history or "profile." The relative value of a report reflects how the fitness report average of an individual report compares to:

(1) The RS's average of all fitness reports written by the RS on Marines of the same grade.

(2) The highest fitness report average of any report written by the RS on a Marine of the same grade as the MRO.

b. The MBS displays the following information relevant to the Relative Value:

(1) The Relative Value at the Time of Processing. This numeric value reflects the relative value of the MRO's fitness report at the time of processing based on the RS's rating history for Marines of the same grade as of the time the MRO's report was processed. This number is a constant and once calculated, will not change.

(2) The Cumulative Relative Value. This numeric value reflects the cumulative relative value of the MRO's fitness report based on the RS's rating history for Marines of the same grade as the MRO. This number is a variable and will change as the RS writes additional reports on Marines of the same grade as the MRO.

(3) The Fitness Report Average. The average of the observed attributes on the report (see paragraph 6c(1) of this chapter).

(4) The Reporting Senior (RS) Average. The cumulative average of all report averages written by the RS on Marines of the same grade (see paragraph 6c(2) of this chapter). The RS average is equivalent to a relative value of 90.

(5) The Reporting Senior (RS) High. The highest fitness report average of any report written by the RS on a Marine of that grade. The RS high is equivalent to a relative value of 100.

c. The relative value will appear on the MRO's MBS in numeric fashion on an 80 to 100 scale.

(1) A relative value between 93.34 and 100.00 indicates the report is in the upper third of the RS profile.

(2) A relative value between 86.67 and 93.33 indicates the report is in the middle third of the RS profile.

(3) A relative value between 80.00 and 86.66 indicates the report is in the bottom third of the RS profile.

(4) It is possible to have a report with a relative value of less than 80.00; however, it will be depicted as having a relative value of 80.00 on the MBS.

8. Reviewing Officers (RO) Profile. The RO Profile outlines the grading history of an RO by showing the comparative assessment mark, in descending order, of every report written by the RO. It is a key tool for use in accomplishing the objectives of the PES.

a. The comparative assessment mark for all fitness reports of Marines of the same grade will be included on the MBS.

(1) The top line shows the comparative assessment marks by the RO on all fitness reports of Marines of the same grade prior to the subject fitness report.

(2) The second line shows the cumulative comparative assessment marks, including the subject report, by the RO on all fitness reports of Marines of the same grade, with a frame highlighting the assessment mark of the subject fitness report.

b. When a fitness report is processed to the OMPF, the RO profile will be overlaid to the left of the pyramid in section K on page 5 of the report.

c. The RO may view their profiles on the "My OMPF" tab on MOL.

9. Official Military Personnel File (OMPF). The OMPF contains a Marine's complete military history from the day of entry into the Marine Corps through present. The Individual Records Administration Manual, reference (m), contains a list of material appropriate for insertion in the OMPF. The Records Management Section (MMRP-20) maintains the OMPF. The OMPF consists of the following distinct informational areas:

a. S-Folder (Service Information). Contains service computation and other pertinent administrative information.

(1) Service Computation Information. Consists of enlistment, reenlistment, and extension of enlistment documents, appointment and acceptance records, orders to active duty, separation orders and documents, and other documents which support or validate periods of active or inactive duty in computing service time for benefits, programs, or retirement.

(2) Other Pertinent Information. Consists of other pertinent and essential information for the management of a Marine's career such as dependency applications, Servicemen's Group Life Insurance (SGLI) selections, security disclosures, and other type forms.

b. C-Folder (Commendatory/Derogatory Information). Contains commendatory and derogatory information and documents such as meritorious masts, medals and awards, courts-martial/NJP, and other material reflecting favorably or adversely on a Marine.

c. P-Folder (Performance Data). Contains all fitness reports and addendum pages written on a Marine.

d. X-Folder (Digital Photo). Contains the most current official photograph submitted by the Marine.

e. F-Folder (Field Record Data). Contains documents and standard pages maintained in the field record (OQR/SRB) at the time of reenlistment, appointment to officer grade, discharge, retirement, or death. Field record (OQR/SRB) data for periods of service prior to the last continuous period of active service may be resident in other portions of the OMPF.

10. Correction of Fitness Report Records. The CMC has the authority under the provisions of paragraph 2800.8 of reference (b) to correct fitness report records when the errors are limited solely to factual matters and when documentary evidence indicates that the record contains erroneous information. Reporting officials should forward requests for corrections concerning the completeness, accuracy, and credibility of material previously submitted for incorporation into official records in the following manner:

a. Administrative Corrections. The CMC (MMRP-30) has the authority to correct section A information excluding the mark in item 8h "Status," and statements of fact in sections B, C, I, and K that are devoid of opinion and interpretive comment.

(1) The CMC (MMRP-30) will not correct:

(a) Gaps or overlaps in the reporting period (section A, item 3b) covering 30 days or less.

(b) Section A, item 9a (Duty Preference (Code)) and item 9b (Duty Preference). The MRO can make corrections via unit diary at the reporting unit level.

(c) Section A, item 8c (Special Information: "Status").

(2) Submit requests for administrative corrections as follows:

(a) The MRO must submit the request via one of the reporting officials identified on the original report (preferably the RS).

(b) The RS or RO must endorse the request, giving rationale for those changes which are valid, and provide documentation, as applicable. Note: If the RS endorses the request, endorsement by the RO is not necessary when the requested change does not apply to section K.

(c) Forward the endorsed correspondence to the CMC (MMRP-31) email account at smb.manpower.mmrp-31@usmc.mil. Alternatively, original documentation may be mailed to the following address:

Commandant of the Marine Corps
(Code MMRP-31)
2008 Elliot Road
Quantico, VA 22134-5030

(3) Anticipate up to 30 days from the time of receipt at HQMC for completion of the requested corrections. Personnel must be proactive to ensure timely corrections for individuals pending selection board or other personnel actions/decisions.

b. Substantive Corrections

(1) All corrections other than those listed in paragraph 10a of this chapter are inherently judgmental, including supposed errors in attribute markings and comparative assessment markings.

(2) The CMC, acting through the PERB, and the Secretary of the Navy, acting through the BCNR, can approve a revised assessment of a Marine's conduct or performance based entirely on facts about the Marine that were unknown when the original report was prepared.

(3) See Chapter 10 for further information.

c. Supplemental Comments. Situations may occur after submission of a fitness report in which the RS or RO is subsequently made aware of new facts that reflect upon the performance of the MRO during a specific reporting period. Consequently, reporting officials may forward a request for inclusion of supplemental comments into official records. Additionally, this Headquarters may solicit reporting officials for inclusion of supplemental comments when in receipt of documentation which verifies pertinent facts are absent from the report.

(1) To make such a request, the RS or RO must:

(a) Submit the comments on an addendum page; include a cover letter that identifies the new information and provides justification for its inclusion to the report.

(b) Limit requests solely to factual matters, with the documentary evidence as appropriate, indicating the previously missing information.

(2) Send requests to the CMC (MMRP-31) as appropriate, for decision on the merits of each case.

(3) Requests from the RS must have the endorsement of the RO of record. The CMC (MMRP-31) will return all requests without endorsements.

(4) If the supplemental comments are by necessity derogatory because the new facts surface a previously unknown adversity, the reporting official making the request must first refer the comments to the MRO for acknowledgment per the provisions of Chapter 5. If the MRO's location is not known (e.g., the MRO transferred) request assistance from this Headquarters.

(5) Supplemental comments will not serve to change evaluative markings in sections D through H or the RO's comparative assessment (item 3) in section K.

11. Missing Fitness Reports. Ensuring each sergeant and above has a complete fitness report record on file at HQMC is a shared responsibility.

a. Commanding officers, senior enlisted advisors, and reporting officials must assist Marines in correcting incomplete fitness report records.

b. Individual Marines also have a responsibility to periodically audit their records especially in advance of eligibility before a particular selection board and prior to reenlistment time.

c. Date gaps or overlaps of 30 days or less are not significant and do not require correction.

12. Late Fitness Reports. Fitness reports are due to the CMC (MMRP-32) 30 days after the end of the reporting period for normal reports and 60 days for adverse reports. Although late submission is unacceptable, it does not render a fitness report invalid.

a. Chapter 7, paragraph 4 addresses exceptions to the submission deadline policy.

b. The CMC (MMRP-30) will track specific reporting official responsibility for late submission of a report based on the ending date of the report and when received at HQMC.

c. The CMC (MMRP-30) will periodically provide written notification to commanding generals identifying reporting officials who are habitually late in submitting fitness reports to HQMC.

13. Policy Compliance Measures

a. Inflated, inaccurate, and gamed fitness reports violate the integrity of the PES and do a disservice to the MRO and the Marine Corps. Commanders, reporting officials, and senior enlisted advisors at all levels must ensure adherence to the tenets of the PES. To maintain the integrity of the PES

objectives, reporting officials must adhere to policies established in this order. The intent of the compliance measures are to:

(1) Ensure adherence to PES policy.

(2) Ensure early identification of, and initiation of corrective action for, reporting officials displaying undesirable reporting trends.

b. Policy Compliance Objectives. Policy compliance measures provide the CMC (MMRP-30) with the tools to objectively:

(1) Monitor how well reporting officials are performing their duties.

(2) Proactively identify, notify, and educate reporting officials displaying undesirable reporting trends indicating:

(a) Gaming. Unjustifiably marking (high or low) an MRO or otherwise subverting PES policy in ways that cloud the relative value of a particular report in relation to other reports written by an RS for Marines of the same grade.

(b) Inflation. Developing a pattern of marking reports artificially higher than prescribed by this Order.

(c) Untimely submission of reports. Habitual submission of late reports.

(d) Inaccurate reporting. Inaccurate or incomplete reporting of information. Examples include but are not limited to:

1. Not reporting any known derogatory material, disciplinary action, or failure to meet prescribed Marine Corps standards.

2. Not reporting any known commendatory material.

3. Administrative errors resulting in inaccurate information.

(e) Procedural errors. Failure to complete or process reports as prescribed by this Order. Examples include but are not limited to:

1. Unauthorized modifications to the reporting chain.

2. Including unacceptable comments on a report.

3. Failure to refer adverse RS/RO comments to the MRO for rebuttal.

c. Compliance Notification Process. The CMC (MMRP-30) will follow a defined process when a non-compliant reporting official is identified.

(1) Notify Reporting Official. Upon identification of a reporting official showing an undesirable trend, the CMC (MMRP-30) will correspond directly to the reporting official.

(a) The correspondence will:

1. Notify the reporting official that the monitoring process identified him or her as showing a noncompliance trend.

2. Reinforce the objectives of the PES.

(b) This correspondence is personal in nature and:

1. Highlights the specific area of concern.

2. Encourages improvement.

3. Reemphasizes reporting responsibilities.

(2) Notify Reporting Chain. If the reporting official's non-compliance trend continues, the CMC (MMRP-30) will correspond with the reporting official's reporting chain.

(a) This correspondence notifies the Marine's reporting chain of continued noncompliance.

(b) This correspondence solicits support from the Marine's reporting chain and:

1. Highlights the specific area of concern.

2. Encourages improvement.

3. Reemphasizes reporting responsibilities.

4. Provides input to the Marine's RS for use as deemed appropriate by the RS when completing section H of the Marine's next fitness report.

(3) If the measures defined above fail to counter the reporting official's noncompliance, the CMC (MM) will correspond with the reporting official's chain of command, initiating action deemed applicable and appropriate.

d. Compliance Measures for Non-Marine Reporting Officials

(1) The policy compliance measures for civilian reporting officials within a Marine Corps organization are the same as defined for Marines officials.

(2) The policy compliance measures for non-Marine reporting officials, both military and civilian, on Marines serving outside the Marine Corps are the same as for Marine reporting officials. In corresponding with non-Marine reporting officials and their reporting chain/chain of command every attempt will be made to encourage compliance with the spirit and intent of the PES Order to foster performance evaluation accuracy and credibility.

Chapter 9

Fitness Report Audit Program (FRAP)

1. General Information

a. Accurate and complete fitness report records are essential for the personnel management decisions made at HQMC. The FRAP provides a process for ensuring the accuracy and completeness of the performance records (MBS and OMPF) identified in Chapter 8.

b. The pillars of the Fitness Report Audit Program (FRAP) are:

(1) Proactive requests for correction prior to the MRO's eligibility for a promotion or selection board and prior to reenlistment.

(2) Identifying date gaps and overlaps.

(3) Periodic audits of the MRO's performance and military records.

(4) Providing information to the MRO concerning the action required for correcting records or recovering missing reports.

c. The appeals process addressed in Chapter 10 is not a substitute for initiating corrections addressed in this Chapter.

2. Audit And Correction

a. The MRO, supported by his or her reporting officials and/or command as applicable, initiates the process. Refer to Appendix G for a detailed OMPF self-audit checklist.

b. The MRO's reporting unit administrative section will assist in making corrections or updates via the MCTFS for MBS header data as appropriate.

c. The CMC (MMRP-30) will make corrections to the MBS fitness report listing and OMPF as required.

d. The keys to an effective program are proactive and timely action. Actions initiated on a timely basis are more easily effected and produce more accurate results than those delayed until the eleventh hour or after personnel management decisions are ongoing or already made. Delays hamper corrective actions by causing short reaction times for administration and processing, thus magnifying the difficulty of locating and contacting reporting officials, and increasing the potential for inaccurate recall of past performance.

e. Refer to Chapter 3 for fitness report submission requirements. Refer to chapter 8, paragraph 10a for information concerning administrative corrections and Chapter 10 for information concerning substantive corrections.

f. Reference (m) provides information on the contents of the OMPF maintained for every Marine by HQMC. Commanders should forward only authorized documents, submitted under a command prepared letter of transmittal, for inclusion in the OMPF, and ensure all documents contain the Marine's DOD ID. Additionally, reference (m) contains procedures for:

(1) Sending authorized documents, other than fitness reports, to the CMC (MMRP-20) for inclusion in the OMPF.

(2) Auditing and initiating corrections to the OMPF.

g. Auditing the Master Brief Sheet (MBS). Marines may view the contents of their record through the "My OMPF" tab on MOL including all submitted fitness reports and their MBS.

(1) Auditing the Header Data. As with the Basic Individual Record (BIR) and the Basic Training Record (BTR), an audit of the MBS header data consists of comparing the information listed in each block against that of its source document. Appendix C gives a description of each item.

(2) Auditing the Fitness Report Listing. With Appendix D as a guide, audit the MBS for continuity by scanning the fitness report "Begin Date/End Date" listing for the written notation, "POSSIBLE DATE GAP." Use the "Date Gap Query" and "Check Your Fitness Report Status" tools on the MMRP-30 website before initiating procedures to cover a recent missing fitness report to ensure the report was not processed after the MBS was printed. The following rules apply to date gaps:

(a) A date gap or overlap must be 31 days or longer to warrant correction.

(b) Date gaps will not be calculated following an End of Service (EN) or Change in Status (CS) report.

(c) Reserve Training (RT) reports will not be counted when calculating date gaps because they normally overlap other reporting periods and should not be greater than 30 days.

(d) A missing last report date gap notice will be displayed if the last report on record is not an EN or CS report, and it has been 14 months or more since the "to date" of the last report on record.

(e) A gap caused by remedial promotion from corporal to sergeant that includes a backdated DOR will be corrected per chapter 6, paragraph 6.

h. Correcting the Master Brief Sheet (MBS)

(1) Correcting Master Brief Sheet (MBS) Header Data. This section is composed of information from several sources and sponsoring agencies. The Performance Evaluation Section (MMRP-30) is not a sponsor of any field in this section and therefore cannot correct any header data information. Refer to Appendix C for a list of authorities and references for correcting this section of the MBS.

(2) Correcting Date Gaps and Overlaps on the Master Brief Sheet (MBS). To correct date gaps resulting from missing fitness reports, take the following action:

(a) If the location of the RS is known, make contact and request he or she complete the report. If the RS fails to respond within 30 days, forward a copy of the correspondence originally sent to the RS soliciting the fitness report to the CMC (MMRP-31) for assistance.

1. Complete and forward an MROW to the RS through A-PES.

2. If the RS cannot access A-PES, complete section A of the .pdf fitness report form as directed by chapter 4, paragraph 3 of this Order with the exception of items 5 through 8. The RS will complete these items. Forward the .pdf form to the RS, requesting that he or she complete the fitness report.

3. The RS must forward the completed report to the CMC (MMRP-32) and provide a copy to the MRO. The following guidance applies:

a. If the report is adverse, it must be completed per the provisions of Chapter 5.

b. Copies of original reports are acceptable only if they are over one year old and all pages are certified true by one of the reporting officials shown in items 10 or 11 of section A of the report.

c. Reports that are less than one year old must be an original report and reflect both reporting officials' actions as having been completed and contains signatures in both sections J and K.

(b) If the location of the RS is unknown, exhaust all means of locating the RS, including:

1. To obtain a mailing address, work through the HQMC Worldwide Locator Unit (MMRP-11A) DSN 278-0514, commercial (703)432-0514 or toll free at 1-800-268-3710.

2. Contacting the MRO's previous command for the RS's address.

3. Contacting other Marines serving with the RS during the reporting period.

4. If you cannot locate the RS, contact the CMC (MMRP-30) for assistance.

(c) The CMC (MMRP-30) will accomplish RO action for reports that are more than a year old and not adverse. The RS must document efforts to contact the RO in section I.

(3) Correcting Date Gaps and Overlaps Not Caused by Missing Fitness Reports. The majority of these date gaps are errors in the "period covered" dates of fitness reports that follow transfer reports. To correct date gaps of 31 days or longer, take one of the following actions:

(a) To correct date gaps or overlaps that include periods of proceed, delay and travel, contact the CMC (MMRP-31). Briefly explain the circumstances contributing to the error and request a correction to the performance record.

(b) To correct other date gaps or overlaps, forward a letter endorsed by either the RS or RO to the CMC (MMRP-31), explaining the circumstances and requesting the reporting period be changed per chapter 8, paragraph 7. If the RS or RO cannot be located, forward a letter explaining the circumstances to the CMC (MMRP-31). Include any documentation to support

the requested correction and information that will assist in locating the RS or RO.

(c) Members of the IRR and Standby Reserve have periods of non-affiliation not covered by a fitness report and, therefore, the date gap will not be filled. Use the CS occasion when a reserve Marine transfers from active duty status or from the SMCR to the IRR to prevent the appearance of a date gap.

(d) Members of the Active Component may request an administrative filler from the CMC (MMRP-31) for date gaps caused by release from active duty or discharge.

(e) If a fitness report appears in the P-Folder (Performance Data) of the OMPF but not the MBS, forward a written request to the CMC (MMRP-31) requesting the report be placed on the MBS. Note: Ensure the letter identifies the period and occasion of the report.

(4) Inaccurate Report Data on MBS. When the MBS does not accurately reflect the information from a particular report (as it appears in the OMPF) send a request for correction to the CMC (MMRP-31) explaining the error.

3. Records Availability

a. If access to OMPF on-line is not available, and the request is urgent due to a pending promotion or selection board, the CMC (MMRP-10) will provide performance records to the individual Marine via the MMRP customer service window (MRO must present military ID) or as personal mail in a sealed envelope, per U.S. Postal Service Regulations. Note: Accurate and up-to-date information in the MCTFS is essential to ensure receipt of the MBS.

b. Marines should review their OMPFs at least once every year for accuracy.

c. Furthermore, if the MRO anticipates being considered for promotion or plans on applying for such programs as Enlisted to Warrant Officer, Marine Corps Enlisted Commissioning Education Program (MECEP), Active Reserve, and the like, the Marine should audit his or her OMPF and MBS at least 12 months in advance of the board convening date or the program submission deadline.

4. Requirements of the Privacy Act of 1974

a. All personnel involved in the PES process will strictly follow the requirements of the Privacy Act of 1974.

b. Individual performance records are not available to others except as authorized under the provisions of the Privacy Act of 1974. All other requests for performance records require written authorization from the Marine concerned.

5. Action

a. The FRAP addresses the process of auditing records, correcting fitness reports, and obtaining missing reports for the Marine Corps as a whole, with the exception of those individuals currently assigned to the Inactive Status List of the Standby Reserve. For purposes of the FRAP:

(1) The parent command for Active Component and SMCR Marines will assist these individuals in auditing and correcting their performance records.

(2) MARFORRES will assist IRR members in auditing and correcting their performance records.

(3) The operational sponsors for members of MTUs and IMAs are responsible for assisting these Marines.

(4) Should those efforts fail, the CMC (MMRP) will intervene when requested.

b. Marines Reported On (MROs)

(1) Audit their BIR and BTR data during all join and annual audits.

(2) View and audit their OMPF on-line per the guidance in Appendix G.

(3) Direct requests for assistance to commanding officers and their senior enlisted advisors as appropriate.

(4) The appeals process addressed in Chapter 10 is not a substitute for initiating corrections addressed in this Chapter.

c. Reporting Officials

(1) Respond within 30 days to command requests for missing reports.

(2) Endorse, as appropriate, requests for administrative corrections and forward them to the CMC (MMRP-31).

d. Commanding Officers (CO)

(1) Educate individual Marines and reporting officials on the contents of this Order, and reinforce the concept that every Marine has a duty and a responsibility to periodically review their MBS and OMPF.

(2) Assist the MRO's efforts to locate his or her reporting officials to seek missing fitness reports and for administrative corrections. Request assistance from the CMC (MMRP-31) if reporting officials do not respond within 30 days.

(3) Correct header data on the MBS as required. See Appendix C for correcting authority and applicable references.

(4) Review the MMRP website for fitness reports processed and received at HQMC as part of all MROs' join and annual audits.

(5) Request assistance from the HQMC World Wide Locator (MMRP-11A) to locate by name Marine reporting officials, phone number DSN 278-0514, commercial (703) 432-0514, or toll free 1-800-268-3710.

(6) Ensure requests for administrative corrections to a fitness report have an endorsement from one of the reporting officials on the original report per chapter 8, paragraph 10.a.

e. Headquarters Marine Corps (HQMC). This Headquarters will:

(1) Assist in retrieving missing fitness reports when RSs do not respond to command correspondence and the command requests assistance.

(2) Insert explanatory documentation, as applicable, in the MRO's and reporting official's performance records if measures to retrieve a missing fitness report fail.

f. Website Tools Available. The CMC (MMRP-30) provides tools to assist leaders in the preparation of fitness reports. All website tools, with the exception of the Commander's Timeliness Report (CTR), can be accessed in APES under the, "MMRP", tab.

(1) Commander's Timeliness Report (CTR). This report provides commanders with specific information on the status of all fitness reports within their unit, sorted by reporting official. Note: If the MRO forwards a completed MROW to the RS, the fitness report will not display on this report until the RS starts the fitness report. Commands shall request the CTR at least quarterly, and shall maintain the reports on file for a minimum of 12 months. The CTR can be requested from the CMC (MMRP-31) by email at smb.manpower.mmrp-31@usmc.mil.

(2) Fitness Report Inventory (Check Your Fitness Report Status). This report displays all fitness reports received by an individual Marine and highlights any date gaps and overlapping reporting periods. Commands shall pull the individual fitness report inventory for every E-5 through O-5 during the PCS/PCA check-in process. Commands must maintain a record log annotating which Marine the report was pulled for, and the date it was pulled. Additionally, the record log shall be maintained for a minimum of 12 months. In lieu of a separate tracking database, commands may use check-in sheets as the record log, provided that the check-in sheet has a designated spot for, "Fitness Report Inventory."

(3) Missing Last Annual. This report displays all Marines who have not received a fitness report more than 89 days before an annual fitness is due for their grade. This report is generated either for an entire RUC or for an individual Marine. Commands shall pull the Missing Last Annual report at least quarterly, and shall maintain the reports on file for a minimum of 12 months.

(4) Date Gap Query. This report shows any Marine within a given RUC who has a date gap of more than 30 days. Commands shall pull the Date Gap Query report at least quarterly, and shall maintain the reports on file for a minimum of 12 months.

Chapter 10

Substantive Corrections Process

1. Purpose

a. The potential exists for fitness reports submitted per the procedures of this Order to contain policy or procedural errors, and inaccurate or unjust comments and/or marks. The duty of this Headquarters is both to protect the integrity of the PES and to ensure fairness to the individual Marine.

b. The CMC, acting through the PERB, and the Secretary of the Navy, acting through the BCNR, may approve a revised assessment of a Marine's conduct or performance based entirely on facts about the Marine that were unknown when the original report was prepared.

c. The perceived competitiveness of a report's relative value or comparative assessment mark is not a basis for removing or modifying the report.

2. Substantive Correction Defined. A substantive correction is any correction to a submitted fitness report exceeding the administrative corrections discussed in chapter 8, paragraph 10a, or any correction to items other than a fitness report filed in an individual Marine's OMPF (e.g., a UPB entry, a 6105 counseling, reenlistment code assigned, etc.).

3. Petition Process

a. Request Procedures

(1) Only the individual and his or her appointed counsel may petition to change the Marine's official record. Appeals will not be accepted from any other third party, to include reporting officials.

(2) The Marine must submit a DD 149, Application for Correction of Military Record Under the Provisions of Title 10, U.S. Code, Section 1552 form, to the CMC (MMRP-13) for all substantive correction requests. The Marine is encouraged to include a written statement detailing the basis for the request and should provide any supporting evidence available. Initial appeals will not be submitted directly to the BCNR as this will delay the process.

(3) Submit the request by:

(a) Email documents and images in .pdf format to:
smb.manpower.mmrp-13@usmc.mil.

(b) Mail documents and images to:

Commandant of the Marine Corps
Headquarters, U.S. Marine Corps
(Code: MMRP-13)
2008 Elliot Road
Quantico, VA 22134-5030

(4) The CMC (MMRP-13) will screen the request for completeness and accuracy before beginning the PERB process. Missing information on the DD 149 (e.g., phone number or address), unsigned documents, and other administrative errors will prolong the screening process. Incomplete petitions will not be accepted.

(5) All simultaneous appeals associated with the fitness report such as page 11 entries, NJP set-aside requests, etc., should be submitted to the BCNR.

b. Supporting Evidence and Burden of Proof

(1) A fitness report that is accepted by the CMC (MMRP-30) for inclusion in the official record of a Marine is presumed to be administratively correct, procedurally complete, and valid.

(2) A Marine may appeal any report they believe is not written in accordance with this Order, or is inaccurate or unjust; however, the burden of proof rests with the petitioner. To justify deletion, amendment, or replacement of a report, the petitioner must produce evidence of probable material error, substantive inaccuracy, or injustice. Any supporting evidence must be written and/or visual in nature and must be provided with the original petition. Examples of acceptable supporting documentation may include: travel or PCS orders, extracts of Unit Diaries, hospital admission sheets, leave records, copies of investigations or request masts, or other documents with bearing on the points in question.

(3) The board is not bound by rules of evidence for trials by courts-martial and shall consider all reasonably pertinent evidence provided by the petitioner.

(4) The board will not usually solicit documentation on behalf of the petitioner, the responsibility for obtaining any and all supporting evidence rests with the petitioner. In the event that an organization or individual will not release information, the petitioner can request that the PERB obtain the documentation. The petitioner must provide documentation of their unsuccessful attempts to obtain the information, as well as all necessary contact information.

(5) A report is not considered unjust solely because the relative value and/or comparative assessment mark are rated lower than other reports.

(6) A personality conflict between the applicant and a reporting official does not automatically constitute grounds for relief. Statements attacking the motives, integrity, and competence of the reporting officials are subject to referral to those individuals for their comments.

c. Timeliness

(1) Due to the decision support nature of the documents in the Marine's official record, erroneous fitness reports and documentation should be corrected as soon as possible.

(2) Per the provisions of reference (c), appeals should be filed within three years of the discovery date of the purportedly inaccurate or unjust document. Normally, appeals will not be considered if more than three years have passed since the document was entered on the record; the

petitioner must explain to the board why, in the interest of justice, a request that does not meet this standard should be considered.

(3) Once a complete petition is received, MMRP-13 will seek advisory opinion(s) and begin the PERB process.

(4) Typically, appeals are processed in the order in which they are received; however, when possible, priority will be afforded to those requests that require the most urgent action (e.g., mandatory separation pending, promotion consideration imminent, etc.)

(a) The Marine should clearly indicate on the DD 149 any urgency associated with their request.

(b) Petitioners are encouraged to submit their request early since priority consideration is not a given and may not significantly reduce the time requirements of the PERB process. Additionally, priority consideration granted by the CMC (MMRP-13) has no impact on the timeliness of the BCNR process.

d. Advisory Opinions

(1) Every request for substantive correction shall receive an advisory opinion from one or more of the following organizations:

(a) The PES section (MMRP-30).

(b) The Military Personnel Law Branch (JPL).

(c) The Career Counseling section (MMRP-50).

(2) Advisory opinions shall at a minimum:

(a) State whether the report is administratively and procedurally correct and whether the report is valid as filed.

(b) Discuss the merits of the petitioner's arguments based on applicable orders and regulations.

(c) Provide a recommended course of action for the board.

e. Resubmission of a Denied Petition

(1) The petitioner may resubmit a denied petition only if he or she submits substantial, relevant, and verifiable new evidence that was not previously provided to the board for consideration.

(2) The petitioner must clearly state that the case was previously considered and must specify what new information is submitted for consideration.

(3) Forward all requests for reconsideration directly to the BCNR at:

Board for Correction of Naval Records
701 S. Courthouse Road
Building 12, Suite BE140
Arlington, VA 22204-2490

4. Performance Evaluation Review Board (PERB)

a. The PERB is the first agency responsible for substantive corrections to an individual Marine's record. The PERB is authorized to make substantial corrections to fitness reports only, and will forward requests for other corrections to the BCNR.

b. Board Membership

(1) PERB members are assigned from within HQMC. PERB members will be field grade officers; chief warrant officers in the grades CWO4 and CWO5; staff non-commissioned officers in the grade of E-9; and/or senior civilians.

(2) No member shall vote on cases in which they were personally involved, and members shall be senior to the petitioner.

c. Performance Evaluation Review Board (PERB) Action

(1) Board proceedings are administrative and non-adversarial.

(2) Neither the petitioner, their appointed counsel, nor other witnesses are permitted to address the board in person. All communication shall be in writing and included with the original petition.

(3) Board members shall vote openly and the board's recommendations are based on a simple majority. Board decisions shall not violate PES policy, or other applicable policies, instructions, or orders.

(4) The PERB is remedial in nature and is a means for correcting an error or injustice in an individual's official record. Therefore, the board's decision shall not render an evaluation less favorable than the original.

d. Action Following the Board Decision

(1) Should the PERB grant the Marine's request, the record is changed by CMC (MMRP-13) as directed by the PERB and the request is closed.

(2) Should the PERB disapprove, in whole or in part the Marine's request, the petition is forwarded to the BCNR for final determination. An official Marine Corps position statement with regard to denied and partially denied appeals shall be provided to the BCNR and the petitioner.

(3) The CMC (MMRP-13) will inform the Marine of the board's decision via correspondence to the address provided on the DD 149.

(4) The findings, conclusions, and recommendation of the PERB shall be documented and maintained on temporary file.

5. Board for Correction of Naval Records (BCNR)

a. All substantive corrections are under the purview of the BCNR per the provisions of reference (c).

b. All requests for substantive correction to Marine Corps fitness reports are first considered by the PERB. Should the PERB disapprove, in

whole or in part, the Marine's request, the petition is forwarded to the BCNR for final determination.

c. All requests for substantive correction to records other than fitness reports are considered solely by the BCNR.

d. All requests for substantive correction shall be submitted through the CMC (MMRP-13) per the provisions of paragraph 3 of this chapter.

Appendix A

Annual Fitness Report Schedule (AN and AR Reports)

| <u>RANK</u> | <u>ACTIVE COMPONENT</u> REPORTING PERIOD ENDS <u>LAST DAY OF</u> | <u>RESERVE COMPONENT</u> REPORTING PERIOD ENDS <u>LAST DAY OF</u> | <u>ACTIVE RESERVE</u> REPORTING PERIOD ENDS <u>LAST DAY OF</u> |
|---------------|--|---|--|
| SGT | MAR | SEP | SEP |
| SSGT | DEC | SEP | SEP |
| GYSGT | JUN | SEP | SEP |
| 1STSGT/MSGT | JUN | SEP | SEP |
| SGTMAJ/MGYSGT | SEP | MAY | JUN |
| WO/CWO | APR | OCT | OCT |
| 2NDLT | JAN/JUL | APR | N/A |
| 1STLT | OCT/APR | OCT | OCT |
| CAPT | MAY | SEP | JUN |
| MAJ | MAY | SEP | JUN |
| LTCOL | MAY | JUN | JUN |
| COL | MAY | JUL | JUL |
| BGEN | JUN | JUN | N/A |

1. All reports are expected to arrive at HQMC no later than 30 days after the reporting period ends to ensure proper processing into official records and to facilitate selection board and personnel management decisions.

2. Reports on Active Component 2nd and 1st lieutenants are submitted on a semiannual basis vice annually.

Appendix B

Automated Performance Evaluation System (A-PES)

1. Background. The A-PES is the primary conduit in the preparation of the MROW and the preparation and submission of fitness reports. For those reporting officials who do not have access to A-PES, a .pdf fitness report file is available on the MMRP-30 website.

2. Access. The A-PES system can be accessed through the MOL website under the resources tab. A-PES is available to active, reserve and retired Marines, civilians, and other service members who have an MOL account and have been added to the MCTFS. To receive help in creating an MOL account, contact the MOL help number that is listed under the "Frequently Asked Questions" portion of the MOL website.

3. Action

a. Before using A-PES, ensure all individuals in the reporting chain have an MOL account and can access the A-PES link. The MOL website may be accessed through a link on the USMC or M&RA website.

b. Completed reports are available within the A-PES system after they are processed by MMRP-32. Reporting officials are encouraged to print or download a copy of the report for their records and, if necessary, to print a copy for the MRO.

4. Notification

a. Communication is essential to submitting reports on time. After routing a report, it is the reporting official's responsibility to notify the next person in the reporting chain that the report is ready to be worked through A-PES.

b. Reporting officials may also communicate other issues to each other concerning a report by using the "Notes" functionality within A-PES. This function can be found inside the "In Progress" tab or, if you have the report for action, the "Notes" button when you open the report.

c. Academic Reports have a batch processing capability that allows up to 100 reports with the same reporting officials to be created at once.

d. The A-PES system also allows reporting officials to delegate a trusted assistant. A trusted assistant can help the reporting official prepare his or her portion of the report for verification and electronic signature.

5. Information

a. Common A-PES questions are listed on the A-PES website under Frequently Asked Questions, which may be accessed from the A-PES main page or the help button.

b. The Automated Performance Evaluation System (A-PES) User Manuals, including 1) Main Manual 2) Batch Processing and 3) Trusted Assistant, are also available in A-PES under the help button.

| | | | |
|---|------------------------|--|-----------------------------------|
| ACC COMM: Date accepted first Marine Corps commission (initial appointment only). | N/A | UNIT DIARY | MCTFS PRIUM |
| <u>MBS LISTING</u> | <u>BIR/BTR LISTING</u> | <u>CORRECTING AUTHORITY</u> | <u>REFERENCE</u> |
| DOR COMM: The date of rank of first commission as a CWO. | N/A | ACTIVE: MCRC RESERVE: UNIT DIARY | MCTFS PRIUM |
| DOR LDO: The date of rank of first commission as a LDO. | N/A | CMC (MMPR) | NAVMC 763 |
| DSG PILOT: The date on which the Marine was designated a military pilot, naval aviator, or NFO. | N/A | CMC (MMOA) | MCTFS PRIUM |
| DCADB: The date current active duty began. Immediate reenlistment does not change this date. | N/A | UNIT DIARY | MCTFS PRIUM |
| EAS: Expiration of active service. | EAS | ENLISTED: UNIT DIARY ACTIVE OFFICER: CMC (MMOA) RESERVE OFFICER: CMC (RAM) | MCTFS PRIUM |
| MSR: Mandatory separation retirement date. Assigned when the Marine's time in service approaches the maximum time allowed by law. | RT01 | CMC (MMSR) | SEPS MANUAL |
| MRD: Mandatory retirement date. For reserve officers only, assigned in the same manner as the MSR, above. | RT01 | CMC (MMSR) | SEPS MANUAL |
| 12. AWARDS: Personal decorations awarded in order of precedence and the number of like awards (field represents latest 12 personal awards awarded). | N/A | UNIT DIARY | MCTFS PRIUM SECNAVINST 1650.1H |
| 13. MILITARY OCCUPATIONAL SPECIALTIES | | | |
| PMOS: Primary MOS | MOS | UNIT DIARY | MCTFS PRIUM |
| AMOS1: First Additional MOS | MOS | ENLISTED: UNIT DIARY ACTIVE OFFICER: CMC (MMOA) RESERVE OFFICER: CMC (RAM) | MCTFS PRIUM |
| AMOS2: Second Additional MOS | MOS | SAME AS AMOS1 | MCTFS PRIUM |
| AMOS3: Third Additional MOS | MOS | SAME AS AMOS1 | MCTFS PRIUM |
| AMOS4: Fourth Additional MOS | MOS | SAME AS AMOS1 | MCTFS PRIUM |
| AMOS5: Fifth Additional MOS | MOS | SAME AS AMOS1 | MCTFS PRIUM |
| JOINT: JOINT MOS (Officer only) | MOS | CMC (MMOA) | MCTFS PRIUM |
| BMOS: BILLET MOS | MOS | UNIT DIARY | MCTFS PRIUM |
| 14. TRAINING SUMMARY | | | |
| RIFLE: Qualification Status | BTR | UNIT DIARY | MCTFS PRIUM |
| PISTOL: Qualification status | BTR | UNIT DIARY | MCTFS PRIUM |
| PFT: Class/Score or status | BTR | UNIT DIARY | MCTFS PRIUM |

| | | | |
|--|-----------------------------|-----------------------------|------------------|
| CFT: Class/Score or status | BTR | UNIT DIARY | MCTFS PRIUM |
| MCMAP: Martial Arts qualification | BTR | UNIT DIARY | MCTFS PRIUM |
| <u>MBS LISTING</u> | <u>BIR/BTR LISTING</u> | <u>CORRECTING AUTHORITY</u> | <u>REFERENCE</u> |
| 15. LANGUAGES: Name of language in which the Marine is proficient. Up to four languages may be listed. | FORGN-LANG CODES 1/2/3/4 | CMC (MA) | MCTFS PRIUM |
| 16. CIVILIAN EDUCATION: Civilian schools attended listed by year completed, degree attained, and major subject. Should list secondary and post-secondary schools. | CIV ED LEVEL | UNIT DIARY | MCTFS PRIUM |
| 17. MILITARY EDUCATION: Service schools (including certain MCI courses) listed by course title and year in which completed. If the Marine has nine or fewer PME courses, up to 27 military courses can be displayed. If the Marine has ten or more PME courses, the 18 most recent military courses will be displayed. | EDU, BTR | UNIT DIARY | MCTFS PRIUM |
| 18. PROFESSIONAL MILITARY EDUCATION: Service schools and career progression courses which indicate continuing military education. Used by promotion boards to determine if a Marine is "PME Complete" for their grade. | EDU, BTR | UNIT DIARY | MCTFS PRIUM |

Appendix D

Master Brief Sheet (MBS) - Fitness Report Listing

| ADMINISTRATIVE SUMMARY | | | | | REPORTING SENIOR MARKINGS | | | | | | | | | | | | | REVIEWING OFFICER MARKINGS | | | | | | | | | | |
|------------------------|------|----------|--------|--------------------------|---------------------------|----------|---------|---------|--------|---------|-------------|------------|--------|-------|--------|----------------------------------|-----|----------------------------|------|-------------------|-------------------------------------|-----|-----|-----|-----|-----|-----|-----|
| Grade | OCC | From | Months | Billet Description | Reporting Senior | Per | Pro | Cou | Eff | Ini | Lea | Dev | Set | Ens | Co | PME | Dec | Jud | Eval | Reviewing Officer | RO marks - same grade at processing | | | | | | | |
| BMOS | Type | To | Co | Adv | Command | Promote | Reports | Rpt Avg | RS Avg | RS High | Rpt at High | RV at Proc | Cum RV | Obser | Concur | RO marks - same grade cumulative | | | | | | | | | | | | |
| Capt | GC | 19980801 | 9 | Company Commander | LtCol B | F | F | D | E | D | E | E | E | D | D | C | E | E | C | Col T | 0/1 | 0/2 | 1/3 | 3/4 | 2/5 | 1/6 | 0/7 | 0/8 |
| 0302 | N | 19990503 | | 1st Battalion 2d Marines | Yes | 13 of 16 | 4.57 | 3.52 | 4.57 | 1 | 100.00 | 100.00 | Suff | Yes | 0/1 | 0/2 | 9/3 | 12/4 | 23/5 | 11/6 | 3/7 | 0/8 | | | | | | |
| Maj | AN | 19990504 | 3 | Operations Officer | LtCol B | E | E | C | E | E | D | D | E | D | E | C | E | D | D | Col R | 0/1 | 0/2 | 1/3 | 2/4 | 2/5 | 2/6 | 0/7 | 0/8 |
| 0302 | N | 19990801 | | 1st Battalion 2d Marines | Yes | 4 of 7 | 4.36 | 4.13 | 4.50 | 1 | 96.11 | 96.11 | Suff | Yes | 0/1 | 1/2 | 2/3 | 7/4 | 7/5 | 5/6 | 0/7 | 0/8 | | | | | | |
| Maj | CH | 19990801 | 6 | Operations Officer | LtCol B | E | E | D | E | E | D | D | E | D | E | C | E | E | D | Col A | 0/1 | 0/2 | 1/3 | 3/4 | 2/5 | 1/6 | 0/7 | 0/8 |
| 0302 | N | 20000119 | | 1st Battalion 2d Marines | Yes | 7 of 7 | 4.50 | 4.13 | 4.50 | 2 | 100.00 | 100.00 | Suff | Yes | 1/1 | 0/2 | 2/3 | 4/4 | 17/5 | 12/6 | 7/7 | 1/8 | | | | | | |
| Maj | TR | 20000119 | 3 | BN Executive Officer | LtCol S | F | F | D | D | G | F | E | F | D | D | D | D | D | E | Col A | 0/1 | 0/2 | 1/3 | 3/4 | 2/5 | 2/6 | 0/7 | 0/8 |
| 0302 | N | 20000414 | | 1st Battalion 2d Marines | Yes | 6 of 14 | 4.93 | 4.46 | 4.93 | 1 | 100.00 | 100.00 | Suff | Yes | 1/1 | 0/2 | 2/3 | 4/4 | 17/5 | 12/6 | 7/7 | 1/8 | | | | | | |

1. Administrative Summary

a. Grade. This information reflects the MRO's grade per section A, item 1e (Grade), of the fitness report.

b. BMOS. This information reflects the billet MOS of the duty to which the MRO was assigned per section A, item h (BILMOS) of the fitness report.

c. OCC. This information reflects the occasion for submitting the report per section A, item 3a (OCC) of the fitness report.

d. Type Duty. This information reflects the type of the MRO's duty per section A, item 3c (Type), of the fitness report.

e. From Date/To Date

(1) From Date. This information reflects the beginning date of the reporting period per section A, item 3b (From) of the fitness report.

(2) To Date. This information reflects the ending date of the reporting period per section A, item 3b (To) of the fitness report.

f. Months. Number of months covered by the specific fitness report.

g. Com. An "X" appearing under this column indicates that the MRO was subject to commendatory material during the reporting period per section A, item 6a (Marine Subject of Commendatory Material) of the fitness report.

h. Adv. An "X" appearing under this column indicates the report is adverse. per section A, item 5a (Special Case: Adverse) or item 6b (Derogatory Material) or item 6c (Disciplinary Action) of the fitness report.

i. Billet Description. This information reflects the primary duty to which the MRO was assigned per section A, item 4 (Duty Assignment (descriptive title)), of the fitness report.

j. Command. This information reflects the specific command or unit to which the MRO was assigned for duty per section A, item 2b, (RUC), of the fitness report.

2. Reporting Senior (RS) Markings

a. Reporting Senior (RS). This information reflects the name of the MRO's RS per section A, item 10 (Reporting Senior) of the fitness report.

b. Mission/Character/Leadership/Intellect/Eval Resp. This information reflects the markings from the Performance Anchored Rating Scales per section D (Mission Accomplishment), E (Individual Character), F (Leadership), G (Intellect And Wisdom), and H* (Fulfillment Of Evaluation Responsibilities) of the fitness report. Abbreviations for the individual attributes as reflected on the MBS are:

| | | |
|-------------------|--------------------------|---------------------|
| Per-Performance | Lea-Leading Subordinates | PME-Professional |
| Pro-Proficiency | Dev-Develop Subordinates | Military Education |
| Cou-Courage | Set-Setting the Example | Dec-Decision Making |
| Eff-Effectiveness | Ens-Ensuring Well-Being | Ability |
| Under Stress | of Subordinates | Jud-Judgment |
| Ini-Initiative | Co-Communication Skills | EVAL*-Evaluation |
| | | Responsibilities |

* Applies only to MRO's with fitness reporting official responsibilities.

c. Promote. This information reflects the RS's promotion recommendation for the MRO per section A, item 7 (Recommended for Promotion). A "NO" indicates not recommended for promotion. An "NA" indicates not applicable. An "ACC" indicates a recommendation for accelerated promotion.

d. Reports. This number is not a ranking of any kind. The number before "of" indicates the numerical total of reports processed for this RS on Marines of this grade. The number after "of" is the total number of cumulative reports to date on Marines of this grade. Therefore, "13 of 16" shows that this report was the thirteenth report processed, and the RS has submitted three reports after this report.

e. RPT Avg. This information reflects the report's average of the observed attributes. Note: It is not uncommon for RSs to have more than one Marine in their profile share the same fitness report average.

f. RS Avg. This information reflects the cumulative average of all reports written by the RS on a Marine of that grade.

g. RS High. This information reflects the highest fitness report average of any report written by the RS on a Marine of that grade.

h. RPT at High. This information reflects the number of reports the RS submitted which have a relative value of 100.

i. RV at Proc. This column reflects the relative value of the MRO's fitness report based on the RS's rating history for Marines of the same grade as the MRO as of the time of processing of the MRO's report (see Appendix G).

j. Cum RV. This column reflects the cumulative relative value of all fitness reports written by the RS on Marines of this grade at the time the MBS is produced. Note: This percentage is a variable and will change as the RS writes additional reports on Marines of the same grade as the MRO's grade on the report in question.

3. Reviewing Officer (RO) Markings

a. Reviewing Officer (RO). This information reflects the name of the MRO's RO per section A, item 11 (Reviewing Officer) of the fitness report.

b. Reporting Official (RO) Remarks - Same Grade At Processing. This information will show the RO's comparative assessment marks of section K, block 3 for all fitness reports of Marines of the same grade evaluated by the RO at the time the report was processed.

c. Obser. This reflects the degree of observation the RO had of the MRO as indicated in section K, item 1.

d. Concur. This information reflects whether the RO concurs or does not concur with the RS's evaluation of the MRO per section K, item 2 (Evaluation) of the fitness report. A "Yes" appearing in this column indicates the RO concurs with the report. A "No" appearing in the column indicates the RO does not concur with the report.

e. Reporting Official (RO) Marks - Same Grade Cumulative. This information shows the cumulative comparative assessment (pyramid) marks of section K, block 3 of all reports ever reviewed by the RO on all Marines of the same grade as the MRO with the assessment of this fitness report highlighted by a square frame. Note: This number is dynamic and will change as the RO writes additional reports on Marines of the same grade as the MRO's grade on this report.

Appendix E

Reporting Senior (RS)/ Reporting Officer (RO) Summary

The following is a summary of the candidate's Reporting Senior and Reviewing Officers markings by grade.

| Reporting Senior | | | | | | | | |
|------------------|----------------------|-------------------------|------------------------|-----------|----------------------|-------------------------|------------------------|-----------|
| At Processing | | | | | Cumulative | | | |
| Grade | Upper 93.34 - 100 | Middle 86.67 - 93.33 | Lower 80.00 - 86.66 | N/A | Upper 93.34 - 100 | Middle 86.67 - 93.33 | Lower 80.00 - 86.66 | N/A |
| 2NDLT | 0.0% | 0.0% | 0.0% | 5 | 0.0% | 0.0% | 0.0% | 5 |
| 1STLT | 0.0% | 0.0% | 100.0% | 4 | 0.0% | 0.0% | 100.0% | 4 |
| CAPT | 28.6% | 42.9% | 28.6% | 4 | 44.4% | 44.4% | 11.1% | 2 |
| Total | 25.0% | 37.5% | 37.5% | 13 | 40.0% | 40.0% | 20.0% | 11 |

| Reviewing Officer | | | | | | | | |
|-------------------|-------------|--------------|--------------|-----------|-------------|--------------|--------------|-----------|
| At Processing | | | | | Cumulative | | | |
| Grade | Above | With | Below | Insuf | Above | With | Below | Insuf |
| 2NDLT | 0.0% | 0.0% | 0.0% | 5 | 0.0% | 0.0% | 0.0% | 5 |
| 1STLT | 0.0% | 100.0% | 0.0% | 4 | 0.0% | 88.0% | 12.0% | 4 |
| CAPT | 7.9% | 34.7% | 57.4% | 1 | 8.7% | 27.4% | 63.9% | 1 |
| Total | 7.1% | 41.6% | 51.3% | 10 | 7.8% | 33.3% | 58.8% | 10 |

1. The RS/RO summary tables break down the relative values and RO comparative assessment marks of the Marine for each rank and provides a career total at the bottom of each box.

2. The top table displays the RS numbers and the bottom table displays the RO numbers.

3. The left sides of both tables show the Marine's numbers at processing, and the right sides of both tables show the Marine's cumulative numbers.

4. Reporting Senior (RS) Table

a. The RS table breaks the reports down into the percentage of reports that have a relative value in the upper third, middle third, and bottom third.

b. The numbers that are displayed in the "N/A" columns represent the number of reports that did not have a relative value (N/O reports, academic reports, reports with an EN occasion, and reports where the RS did not have a profile).

5. Reviewing Officer (RO) Table

a. The RO table displays the percentage of reports that the ROs marked higher, marked the same, and marked lower on the comparative assessment relative to the MRO.

b. The numbers displayed in the "Insuf" column are the number of reports that were marked "Insufficient" observation by the RO.

Appendix F

Reporting Senior (RS) Checklist

1. General (Chapter 2, Paragraph 3)
 - a. Brief MRO on billet description within first 30 days of the reporting period.
 - b. Adjust MRO's billet description within reporting period as applicable.
 - c. Review worksheet input if submitted by the MRO.
2. Section A, Administrative Information (Chapter 4, Paragraph 3)
 - a. Ensure section A information is accurate.
 - b. Confirm "from" date as correct utilizing the MMRP website at: www.manpower.usmc.mil.
 - c. Mark item 5a if report is adverse.
 - d. Review section A for marks requiring directed comments in section I.
3. Section B, Billet Description (Chapter 4, Paragraph 4)
 - a. Highlight MRO's significant responsibilities as they relate to the unit's mission during the reporting period.
 - b. Prepare in proper format (see chapter 4, paragraph 4c).
4. Section C, Billet Accomplishments (Chapter 4, Paragraph 5)
 - a. Highlight the MRO's most significant accomplishments during the reporting period.
 - b. Be objective vice qualitative.
 - c. Focus on what the Marine accomplished rather than personal qualities or potential impact of the MRO's contributions.
 - d. Prepare in proper format (see chapter 4, paragraph 5c).
5. Sections D Through H, Categories of Evaluated Areas (Chapter 4, Paragraphs 6-11)
 - a. Ensure markings reflect MRO's demonstrated performance during the reporting period as the action verbiage of accomplishments over the gradient marked would indicate.
 - b. Justify all marks of "A", "F", or "G" with concrete examples of what was done or failed to be done and ensure justifications are verifiable, substantive, and where possible, quantifiable.
 - c. Mark section H as N/O for all Marines who do not have reporting senior responsibilities.

d. Avoid the tendency to grade to your profile! Review your profile only after you have graded the Marine and finished your draft evaluation to serve as a check and balance to ensure you have been objective and thorough in your assessment.

6. Section I, Directed And Additional Comments (Chapter 4, Paragraph 12)

a. Ensure all directed comments are included (see chapter 4, paragraph 12d)

b. Prepare in proper format (see chapter 4, paragraph 12c).

7. Section J, Certification (Chapter 4, Paragraph 13)

a. Prior to certifying, ensure the accuracy and completeness of sections A through I per the provisions of this Order.

b. Sign, date, and inform the MRO that the RS portion of the report is complete.

c. If adverse, refer report to the MRO for acknowledgment, signature, and the opportunity to submit a rebuttal statement.

d. Inform the MRO if any changes are made to sections A through I of the report.

e. Annotate whether an addendum page is attached to the report.

f. Forward report to the RO in a timely manner. (Report is due to HQMC within 30 days after the ending date of the report.)

8. Adverse Reports. When the MRO's performance or conduct warrants an adverse report, prepare and submit the report in accordance with the provisions of Chapter 5.

Appendix G

Sample Administrative Correction Request Letter

(HEADING)

1610
OFFICE CODE
(DATE)

From: RANK FULL NAME, DOD ID/MOS USMC
To: Commandant of the Marine Corps (MMRP-31)

Subj: REQUEST FOR ADMINSTRATIVE CORRECTION TO FITNESS REPORT FOR THE
OCCASION (OCC CODE) AND PERIOD (START DATE) TO (ENDING DATE) IN CASE
OF RANK FULL NAME DOD ID/MOS USMC

Ref: (a) MCO 1610.7A

Encl: (1) Supporting Documentation as Applicable (i.e. Award Certificates,
Page 3 from SNM's SRB/OQR, Enlistment Contract, DD 214, etc.)

1. I request that the following change(s) be made to my fitness report file
in OMPF and/or fitness report listing on Master Brief Sheet (MBS).

(Specify the current data as it appears in the record and then specify the
desired data change to be made. Justify reason for correction.)

For example:

-That the dates of the fitness report 20010201-20010331(AN) be changed to
reflect the dates 20010101-20010331 (AN). The reason for this correction is
to include proceed/delay/travel while in transit from my previous command, as
evidenced by a copy of my page 3 at enclosure (1).

2. Any questions concerning this matter, contact me at DSN number or
commercial (area code/number).

MRO Signature

MEMORANDUM ENDORSEMENT

From: Reporting Senior/Reviewing Officer
To: Commandant of the Marine Corps (MMRP-31)

1. I concur with the MRO and request correction(s) be made to his/her
fitness report/MBS. I offer the following explanation:

2. Any questions concerning this matter, contact me at DSN number or
commercial (area code/number).

RS/RO Signature

Appendix H

Official Military Personnel File (OMPF) and Master Brief Sheet (MBS) Self-Audit Procedures

1. Overview

a. Maintaining accurate and current official records is the responsibility of the individual Marine.

b. The self-audit procedure outlined below is the recommended method to ensure all documentation is properly reflected in the OMPF and on the MBS. An updated version of the below procedures is available from the MMRP-50 website.

c. The Records Management Section (MMRP-20) and the Policy and Compliance Section (MMRP-31) will assist with reconciliation and correction of Marines' records, but will not audit individual records.

d. The self-audit is conducted in two phases; phase I is the actual audit of the MBS and OMPF, phase II is the correction of any errors discovered.

2. Phase I: Self-Audit Procedures

a. Log in to MOL, select the MyOMPF tab, select the MBS tab, and then print the PES MBS.

b. Administrative Information. Ensure the top line information on the MBS is correct. The local administration section must change MCTFS if the following information is incorrect: Name, DOD ID, date of rank, current duty assignment, or billet description.

c. Awards

(1) The MBS will display all personal awards (NAMs and higher) and CARs along with the number of each type received. No unit awards will display on the MBS.

(2) The OMPF should contain the personal award recommendation form (OPNAV 1650, HQMC APS 1650, or NAVMC 11533), summary of action, citation, and certificate for each personal award.

(3) Correct inaccurate information by contacting the MMMA. Per reference (aa), MMMA is the only authorized unit to run Unit Diary entries on personal awards in order to affect a MBS entry.

(4) Personal Awards awarded by Marine Corps commands must be approved in iAPS in order for awards to be entered in MCTFS and appear on the MBS.

(5) Joint awards should be submitted to MMMA for entering into MCTFS and onto the MBS; MMMA will provide a copy of this award to MMRP for inclusion in the OMPF.

(6) Other service awards must be submitted to MMMA along with a copy of orders for USMC concurrence. If applicable, MMMA will provide a copy of these awards to MMRP for inclusion into the OMPF.

(7) Awards since 1 March 08: Personal awards are processed via iAPS. Awards processed after 1 Mar 08 should have a completed NAVMC 11533 (Personal Award Recommendation, SOA, Citation) in the OMPF. Lack of a NAVMC 11533 constitutes an incomplete record WRT awards. The signed certificate is beneficial, but not a requirement to be considered OMPF complete for a particular award.

(8) Awards from 1 October 2000 to 1 March 2008: Personal awards were processed via APS. No guarantee that the HQMC APS 1650 (Personal Award Recommendation) was automatically included in OMPF. Marine should make every effort to provide a copy of the HQMC APS 1650 to the OMPF. If a Marine is missing the HQMC APS 1650 from an award during this time period, there is a possibility that it is located in the iAPS archive.

(9) Awards prior to 1 October 2000: Personal awards were processed via OPNAV 1650 (Personal Award Recommendation). The Marine seldom received an award with the signed OPNAV 1650. As a result, a signed certificate is often considered OMPF complete, although a signed OPNAV 1650 would be ideal.

d. Military Occupational Specialties (MOS)

(1) The MBS will display all MOSs earned by completion of a formal school and/or on-the-job training. Ensure all MOSs are accurately annotated as PMOS, AMOS, and Billet MOS. Contact MMOA/MMEA to add an MOS to the MBS.

(2) The OMPF should contain completion certificates for each MOS. Appointment and designation letters do not belong in the OMPF.

e. Training Summary

(1) The MBS will display the Rifle, Pistol, PFT, CFT, and MCMAP information currently contained within MCTFS. Contact local administration to update MCTFS if any information is incorrect.

(2) The OMPF should contain all MCMAP certificates issued.

f. Languages

(1) The MBS will display language abilities contained within MCTFS based on either the Defense Language Aptitude Battery or self-profession via MOL. Contact local administration to correct MCTFS entries.

(2) The OMPF should contain certificates and/or institutional validation such as high school or college transcripts for each language listed.

g. Education Summary

(1) Civilian Education

(a) The MBS should display the type of degree achieved, a brief description, and the date attained. This includes civilian-equivalent degrees attained while attending resident PME.

(b) The OMPF should contain both the diploma certificate and a transcript for each degree attained.

(2) Military Education

(a) The MBS should display all formal military courses completed (not including PME) and the date.

(b) The OMPF should contain the completion certificate from each course attended.

(3) Professional Military Education (PME). Reference (z) contains the PME requirements by grade.

(a) The MBS should display all PME courses completed and the date.

(b) The OMPF should contain both the completion certificate and a transcript from each course attended.

h. Official Photo. The photo must be taken within 12 months of the convening date to be accepted by the board.

i. Fitness Reports

(1) Ensure that all information is displayed correctly on the MBS for each fitness report.

(2) Ensure there are no date gaps or overlaps of 31 days or greater on the MBS; contact MMRP-31 for any required corrections.

3. Phase II: Reconciliation And Correction

a. Up to date contact information for all Manpower and Reserve Affairs branches is found on the website at: www.manpower.usmc.mil.

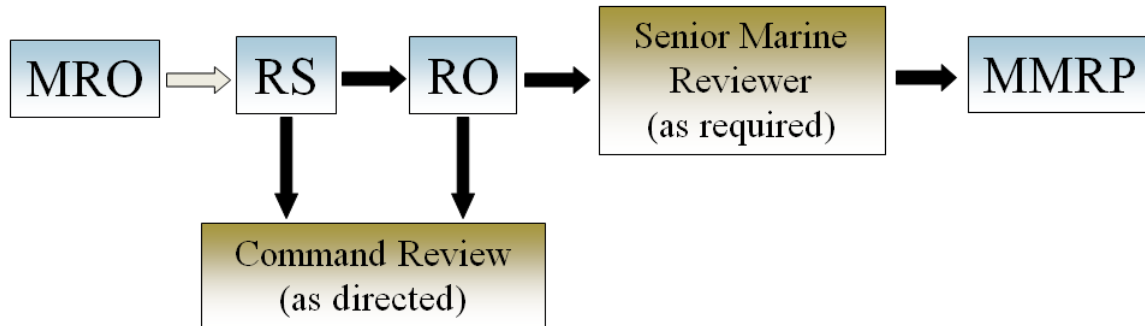
b. Forward all missing documents to the CMC (MMRP-20) for inclusion in the OMPF; contact MMRP-20 if unsure whether a document belongs in the OMPF or if unsure what action is required prior to inclusion of a document.

c. Contact local administration or the appropriate Manpower and Reserve Affairs branch for correction of MCTFS information.

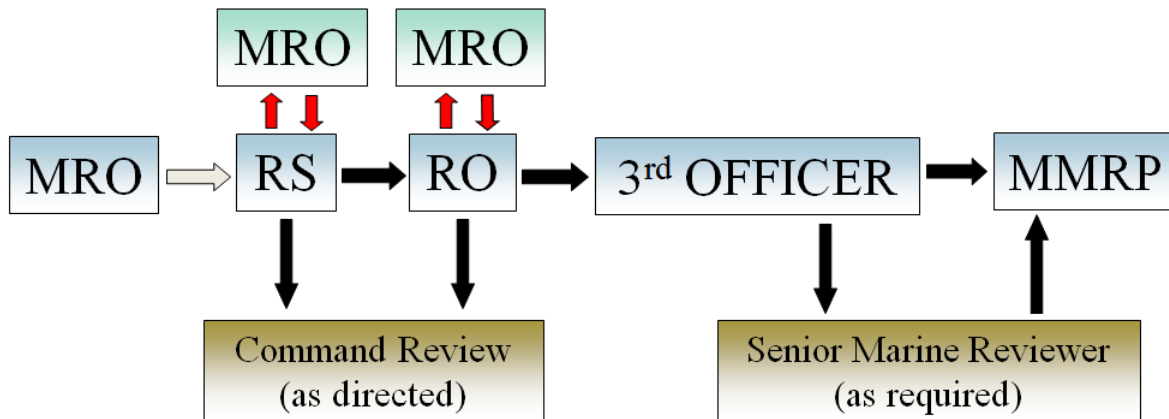
Appendix I

Normal And Adverse Fitness Report Routing Chain

Normal Report Routing



Adverse Report Routing



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