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MARINE CORPS ORDER P1610.7F

From: Commandant of the Marine Corps
To: Distribution List

Subj: PERFORMANCE EVALUATION SYSTEM (SHORT TITLE: PES)

Ref: (a) United States Navy Regulations – 1990 -
(b) Marine Corps Manual
(c) MCO 5215.1 (Directives Management Program)
(d) NAVMC 2795 (User's Guide to Counseling)
(e) MCO P500.21 (HQMC Admin Manual)
(f) MCO P1700.24 (Personal Services Manual)
(g) DOD 6400.1-M-1 (Domestic Abuse Reporting)
(h) MCO P1000.6 (ACTS Manual)
(i) MCO P1080.20 (MCTFSCODESMAN)
(j) MCO P1070.12 (IRAM)
(k) SECNAVINST 1650.1 (Navy/Marine Corps Awards Manual)
(l) MCO 1650.19 (Decorations, Medals, and Awards)
(m) Manual for Courts-Martial (MCM)
(n) MCO P1400.32 (Enlisted Promotion Manual)
(o) MCO P6100.12 (MCPFTBCPM)
(p) MCO 3500.27 (ORM)
(q) JAGINST 5800.7 (JAGMAN)
(r) MCO 3574.2 (Marksmanship Training)
(s) MCO P5800.16 (Legal Admin Manual)
(t) MCO 1610.11 (Performance Evaluation Appeals)

Encl: (1) Locator Sheet

1. Situation. This Manual revises the policies, procedures, and standards for the operation and maintenance of the Marine Corps Performance Evaluation System (PES), and the submission of fitness reports on sergeants through major generals as required by article 1129 of reference (a) and paragraph 2500.3 of reference (b).

2. Mission. To notify all on the distribution list of the cancellation of MCO P1610.7E, and publish revisions and innovations to the PES.

3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. This Manual completely replaces MCO P1610.7E and its changes, and provides instructions for the following new PES processes and tools:

(a) The Automated Fitness Report System (A-PES) provides for paperless, electronically prepared and submitted fitness reports (Appendix F).

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

(b) A new Master Brief Sheet (MBS) is displayed and explained in Appendices J and K.

(c) Redefined policy and implementation of fitness reporting compliance measures are addressed in Appendix N.

(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, augmentation, 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 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 Manual.

c. Coordinating Instructions. Submit all recommendations concerning this Manual to the Commandant of the Marine Corps (MMSB-30) via the appropriate chain of command.

4. Administration and Logistics.

a. This Manual is published electronically and can be accessed on-line via the Marine Corps homepage at http://www.usmc.mil.

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 (MCPDS).

5 Command and Signal.

a. Command. This Manual is applicable to the Marine Corps Total Force.

b. Signal. This Manual is effective the date signed

H. P. OSMAN
By direction

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LOCATOR SHEET

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Location: _____

(Indicate the location(s) of the copy(ies) of this Manual.)

RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Incorporating Change

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PERFORMANCE EVALUATION SYSTEM

INTRODUCTION

0001. PURPOSE. This Manual publishes the policies, procedures, and administrative instructions for the operation and management of the Performance Evaluation System (PES).

0002. STATUS

1. Requirements in this Manual are binding on all commanders, officers in charge, and personnel serving as reporting officials.

2. Any deviation from instructions in this Manual must be authorized by the CMC (MMSB-30).

0003. SCOPE. This Manual 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 is to maintain the PES and Official Military Personnel File (OMPF).

0004. RESPONSIBILITY. The currency, accuracy, and modification of this Manual is the responsibility of the CMC (MMSB-30). Distribution is the responsibility of the CMC (AR). Headquarters Marine Corps staff agencies and field commands are responsible for timely entry of changes and physical maintenance of their copies of this Manual.

0005. PUBLICATIONS LISTING. There are several options for obtaining this directive. The first option is to order the Marine Corps Administrative Publications and Forms Electronic Library CD (PCN: 71000025200). This option is available to commands having access to the Marine Corps Publications Distribution System (MCPDS). This option will provide the user with an on-hand accessible copy of this directive on CD. The second option is to log onto the USMC website at www.usmc.mil. This Manual with all changes incorporated can be accessed here. Once in the site, click on PUBLICATIONS (header line), click on Marine Corps Publications, click on Marine Corps Order/Directives (left column), and locate MCO P1610.7_, Performance Evaluation System Manual. The third option is to log onto the MMSB website at https://www.mmsb.usmc.mil. This option will allow the user to download the basic manual and all changes.

0006. ORGANIZATION

1. This Manual is organized in chapters which are numbered sequentially and listed in the contents.

2. Paragraph numbering is based on four digits. The first digit indicates the chapter; the next three, the general paragraph; and the combinations which follow the decimal point, the appropriate subparagraph; e.g., 4001.2c(1) refers to chapter 4, paragraph 001, subparagraph 2c(1).

3. Pages are numbered in separate series by chapter, with the chapter number preceding each number; e.g., the fifth page of Chapter 4 is 4-5.

0007. CHANGES. Changes to this Manual will follow instructions in the current edition of reference (c). Record all changes on the Record of Changes page provided.

PERFORMANCE EVALUATION SYSTEM

CHAPTER 1

CONCEPTS AND OVERVIEW

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PERFORMANCE EVALUATION SYSTEM

CHAPTER 1

CONCEPTS AND OVERVIEW

1001. SCOPE

1. The Marine Corps Performance Evaluation System (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. Reporting seniors document their observations and assessment of the performance and character of a Marine on form NAVMC 10835A, USMC Fitness Report via the Automated Performance Evaluation System (A-PES) per the instructions at Appendix F. The fitness report document, through communication to the Commandant of the Marine Corps (CMC), provides a history of a Marine's performance and potential.

NOTE: The A-PES is the primary means of preparation and submission of the fitness report. For those without access to A-PES, you may access the blank fitness report via the locally installed Windows Front End (WinFE) Application, Version 3.1, which can be downloaded from the Personnel Management Support Branch (MMSB), Headquarters Marine Corps website at https://www.mmsb.usmc.mil.

The fitness report is:

a. A vital portion of a Marine's Official Military Personnel File (OMPF) held at Headquarters Marine Corps (HQMC) by the Personnel Management Support Branch (MMSB).

b. Not a communication to, nor a counseling document for, the Marine.

2. 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.

3. For purposes of brevity, this Manual uses the term reporting officials to simultaneously refer to the reporting senior (RS), the reviewing officer (RO), and the third officer sighter when appropriate. Abbreviations:

a. RS's and RO's mean possessive forms.

b. RSs and ROs mean plural form.

c. MRO refers to the Marine Reported On.

1002. PURPOSE. Primarily, the PES supports the centralized selection, promotion, and retention of the most qualified Marines of the Active and Reserve Components. Secondarily, the PES aids in the assignment of personnel and supports other personnel management decisions as required.

1003. OBJECTIVES OF THE SYSTEM. For a credible and accurate recording of the history of an individual's performance, the PES must accomplish the following objectives:

1. Accurate Fitness Reports. The evaluation must:

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

b. Center on individual performance during a designated period of observation.

c. Report fact and the reporting official's objective judgments based on Marine Corps standards; not conjecture.

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

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

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

b. 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 Manual.

3. Timely Receipt. Timely receipt of fitness reports (within 30 days of the end of the reporting period) by HQMC ensures complete and accurate updates of Marines' OMPFs. As a leadership responsibility, reporting officials and commanders must ensure timely submission of fitness reports.

4. 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.

5. 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.

1004. SIGNIFICANCE OF THE FITNESS REPORT. The Commandant's guidance for the PES 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, augmentation, 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."

1005. KEY CONCEPTS

1. Fairness. The fitness report is a communication between reporting officials and the CMC, via the commander with oversight responsibilities (see paragraphs 1007.4 and 2007). Reporting officials must provide fair and thorough evaluations.

a. Reviewing officers and commanders must take active roles in mentoring and communicating with RSs when an RS has not adhered to the spirit and intent of this Manual.

b. 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.

2. 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:

a. A disciplinary tool.

b. A lever to exert influence.

c. A counseling document for the MRO.

3. Measurement. Reporting seniors 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.

4. 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.

5. 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 them by fear of 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.

6. Counseling. The PES and counseling, as addressed in reference (d), 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. 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. 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. The PES highlights past performance; counseling shapes future performance. The fitness report is not a counseling tool!

1006. EVALUATION CYCLE

1. MRO and RS Develop Billet Description. The evaluation cycle begins with the MRO and the RS developing a clear understanding of the RS's expectations. At the beginning 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.

2. MRO Provides Summary of Accomplishments. Prior to the end of the reporting period, the MRO should provide a summary of accomplishments to the RS. 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. The CMC directs the use of the MRO Worksheet (Appendix D) for billet description and summary of accomplishments documentation.

3. RS Action. The RS completes the evaluation per the provisions of this Manual and forwards the report to the RO.

4. 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 (MMSB-32). Reviewing officers at the operational battalion or squadron level will forward the report via the organization's command element.

5. HQMC Action. The Personnel Management Support Branch reviews the report for adherence to policy and correctness then processes and files it in the MRO's OMPF, thus completing the cycle.

1007. GENERAL RESPONSIBILITIES

1. Marine Reported On (MRO). The MRO is the subject of the fitness report. The MRO should submit a summary of accomplishments to the RS 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.

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

3. 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 SNCOIC, in the review process will help ensure equable reporting while guarding against unintended inflation.

4. 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 a tool in helping their Marines ensure their records are complete.

5. Headquarters Marine Corps. The Personnel Management Support Branch promulgates policy, processes and maintains fitness report information, and serves as the administrator of the PES.

1008. AUTHORITY. The CMC vests central authority and responsibility for the PES to the Deputy Commandant for Manpower and Reserve Affairs. This Manual 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 Manual.

CHAPTER 2

REPORTING CHAIN AND RESPONSIBILITIES

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CHAPTER 2

REPORTING CHAIN AND RESPONSIBILITIES

2001. PURPOSE. The reporting chain applies to the Active and Reserve Components and accomplishes the following objectives:

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

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

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

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

5. Enforces the policies and procedures established by this Manual.

2002. GENERAL DESCRIPTION. The reporting chain consists only of the reporting senior, the reviewing officer, the third officer sighter when applicable, and the Commandant of the Marine Corps. 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.

2003. REPORTING SENIOR

1. Definition. The RS is the first commissioned or warrant officer (or civilian GS-9/equivalent or above) in the reporting chain senior to the MRO. In unique situations, senior enlisted Marines may serve as RSs with an approved policy waiver. As the officer/supervisor closest to the MRO, the RS is directly responsible for the Marine’s daily taskings 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, officers in charge, and officers specifically authorized by the RO may be the RS for officers of the same grade (see paragraphs 2004.3 and 2010.4).

2. Role. The RS must establish and clearly convey duties and responsibilities to the MRO (see paragraph 4004) and observe, evaluate, and accurately report on the Marine’s performance, professional qualities, and potential.

a. 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.

b. When a level of leadership or supervision exists between the RS and the MRO (an NCOIC, for example), the RS must ensure free communication of input and feedback among all parties regularly throughout the reporting period.

3. Responsibilities. The RS must:

a. Provide in-depth observation of the MRO's performance, professional qualities, and potential. RSs should pay particular attention to Marines at remote locations and on special assignments to ensure accurate evaluations of these Marines.

b. Establish and formalize or review section B (Billet Description) at the outset of each reporting period; determine or make necessary adjustments; and counsel the MRO on his or her duties, responsibilities, and the RS's expectations.

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

d. Review the MMSB website, addressed in paragraph 1001, within the first 30 days the MRO is assigned to the RS; then, each reporting occasion thereafter to ensure the accuracy of the reporting period and to identify any fitness report date gaps. NOTE: The RS will assist the MRO in resolving date gaps per paragraph 8009.

e. Accurately complete sections A through I (appropriate marks and justifications) and the RS's Certification in section J-1 (see paragraph 4013).

f. Forward fitness reports to the RO in a timely manner in order to comply with the time constraint set forth in this Manual.

g. Although not required by this Manual, the RS should counsel the MRO throughout the reporting period, as appropriate, and other than the occasions of fitness report preparation per reference (d).

2004. REVIEWING OFFICER

1. Definition. The RO is the first commissioned or warrant officer (or civilian GS-10/equivalent or above) senior in grade to the RS and the officer directly responsible for the primary taskings, supervision, and evaluation of the RS. In unique situations, senior enlisted Marines may serve as ROs with an approved policy waiver.

2. 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. Reviewing officers 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. Reviewing officers have two principal means to accomplish this purpose:

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

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

3. Responsibilities. The RO must:

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

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

c. Complete section K, to include narrative comments on the MRO's potential, and provide seasoned insights to evaluations (see paragraph 4014). Write and grade only from what you personally know or have gleaned from objective documentation of MRO's performance.

d. Educate subordinates regarding fitness report responsibilities, PES policies (e.g., inflation control), and proper evaluation methods. Although this responsibility neither equates to nor authorizes ROs to order an RS to modify a report, ROs will direct RSs to clarify or modify reports that do not adhere to policy, appear to contain inflated marks, insufficient justifications, or ambiguous and unsupported comments. In cases where the RO and RS cannot resolve their disagreement on the content of a report, the RO will use section K to note nonconcurrence. NOTE: When the RO believes the report is inflated but the RS will not change the report, the RO must nonconcur with the inflated report.

e. Indicate in section K authorization for the RS to complete a fitness report on an officer of equivalent grade (see paragraph 2010.4).

f. Assess adverse reports and adjudicate factual differences between the RS's evaluation and the MRO's statement, if submitted, and forward adverse reports to the appropriate officer for third officer sighting (see paragraph 5005). NOTE: When disagreement exists between an RS and MRO as to whether a report is adverse, the RO will make the determination.

g. Ensure completed fitness reports arrive at HQMC within 30 days of the end of the reporting period.

h. Assume the RS responsibilities upon death, incapacitation, or relief for cause of an RS. The amplifying guidance pertaining to these situations per paragraph 2010.5 applies.

i. Within an operational battalion or squadron reporting chain, ROs will submit the completed report via the command element for screening. The command element will forward the report to the CMC (MMSB-32). Paragraphs 2007 and 2009 amplify command element responsibilities.

2005. THIRD OFFICER SIGHTING. The duties and responsibilities of a third officer sighter involve adverse fitness reports. The third officer sighter is normally the RS of the RO, however, certain exceptions may apply. See paragraph 5005 for specific instructions.

2006. COMMANDANT OF THE MARINE CORPS. Chapter 8 describes the HQMC functions regarding PES management. The Deputy Commandant for Manpower and Reserve Affairs, as the Commandant's direct representative, establishes all policies regarding the PES. The Personnel Management Support Branch, Personnel Management Division, Manpower and Reserve Affairs Department is the HQMC agency that performs those functions necessary to support the reporting officials and ensure adherence to policy.

2007. 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.

2008. SENIOR MARINE REPRESENTATIVES. The senior Marine officer representative of a command, staff, or agency external to the Marine Corps has a responsibility to provide non-Marine RSs and ROs guidance and education on the policies of this Manual. Additionally, the senior Marine representative must review all fitness reports for administrative correctness and may comment on the MRO, as appropriate, per instructions in paragraph 6008.2c.

2009. 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 Manual.

2010. SPECIAL SITUATIONS. The following amplifying guidance applies to special situations.

1. Adverse Reports. Because of the sensitive nature and impact of adverse reports, reporting officials will ensure they handle these reports per Chapter 5.

2. Non-Marine Reporting Officials. 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. Civilian RS authority starts with GS-9/equivalent (see paragraphs 2003.1 and 6008).

3. Multiple and Simultaneous Regular Duty Assignments. Occasionally, 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. Example: MRO is a regimental commander also serving as camp commander. The regimental commander receives reports from both division and base commanding generals. Another example: MRO belongs to a non-Marine command but as a result of a letter of instruction (LOI) 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. These are separate and distinct report occasions per paragraph 3003.3 as applicable. Forward each report for review through the appropriate reporting chain. NOTE: Begin section I with the following statement: "Simultaneous report". The RS will then explain the circumstances, which warranted a simultaneous report.

4. Seniority Issues. The following rules apply:

a. The RS will never be junior in grade to the MRO.

b. 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 the authorization in section K (see paragraph 2004.3).

c. The same seniority relationships apply between the RS and the RO. When the RO is the same grade as the RS, comments in section K must indicate the authority source.

5. Reporting Senior’s Death, Incapacitation, or Relief. When an RS dies, becomes physically or mentally incapacitated, or is relieved for cause, process the report as follows:

a. The RO 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.

b. This next senior officer will include a mandatory comment in section K stating the reason for submission. Submit an observed evaluation if ample opportunity for observation exists.

c. 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.

6. 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:

a. When dictated by unusual operational or command relationship situations. Commanding generals may modify the reporting chain (one-time basis) to deal with these situations. ROs will specify the reason in section K.

b. For unique operational situations. Commanders may request permanent waivers to alter the reporting chain from the CMC (see paragraph 6002).

c. For MROs assigned to duty external to the Marine Corps (see paragraph 6008).

d. For unresolved conflicts and lack of professional objectivity. Commanding generals may modify the reporting chain (on a case by case basis) to deal with these situations. Commands should initiate this action when compromising circumstances occur that may prevent the RS from exercising professional objectivity in a particular situation. Reporting seniors 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 RS in section K. NOTE: Initiate similar action if the RO is so compromised.

e. When the RS is a Flag Officer or Equivalent. On reports for colonel and below, if reviewing officer responsibilities as defined in paragraph 2004, as modified by paragraph 2010.6a and b above, or as prescribed in Table 4.2 of reference (e) (HQMC Admin Manual) do not exist, and the review would be nothing more than a pro forma “admin review,” the RS is authorized to:

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

(2) Sign and date block K-5.

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

(4) Forward the completed report to the CMC, MMSB-32.

2011. MAINTAINING PERSONAL NOTES. Occasionally, a submitted fitness report fails to reach HQMC, becomes lost, or destroyed in processing. To aid resubmission of such a report, reporting officials should maintain a personal copy or sufficient personal notes for at least 5 years to ensure that, if required by circumstance, an accurate reconstruction of the report is possible. Under no conditions will these personal copies or notes be provided to others, maintained as a system of organizational files, or left behind upon detachment.

CHAPTER 3

SUBMISSION REQUIREMENTS

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PERFORMANCE EVALUATION SYSTEM

CHAPTER 3

SUBMISSION REQUIREMENTS

3001. GENERAL. The Marine Corps Performance Evaluation System 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 Manual and only by individuals in a Marine's proper reporting chain as defined in paragraphs **2003** and **2004**.

3002. 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 paragraph 7004 when combat or other unique operational situations preclude the timely submission of fitness reports.

3003. REPORTING OCCASIONS

1. Reporting occasions are designed to:

a. Obtain a continuous chain of fitness reports on each Marine.

b. Reduce those situations wherein a Marine has two RSs.

c. Provide meaningful reports for every primary billet assignment held.

2. Occasions for General Officers

a. Generals and lieutenant generals will not receive performance evaluations.

b. Major generals' reporting occasions are Change of Reporting Senior, Transfer, Grade Change, To Temporary Duty, and From Temporary Duty.

c. Brigadier generals' reporting occasions are Change of Reporting Senior, Transfer, Grade Change, To Temporary Duty, From Temporary Duty, and Annual.

3. **Occasions for Grades Sergeant Through Colonel**. Marines in the grades of sergeant through colonel require fitness reports for any of the following 13 occasions:

Occasion	Code
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

NOTE: When more than one occasion occurs simultaneously, use the occasion that appears highest on the list.

3004. DETAILS FOR REPORTING OCCASIONS

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

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

b. Submit a report for grade reductions resulting from nonjudicial punishment (NJP)when the appeal process is complete.

c. 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 (m)(MCM) are effected. NOTE: If the results of the appeal process subsequently sets aside or disapproves the grade reduction, see paragraph 6007 for necessary action.

d. 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).

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

2. Directed by the Commandant of the Marine Corps (DC). Submit a DC report when a significant 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.

a. The report must cover the period from the end date of the MRO's last report to the day the RS submits the DC report.

b. The RS must consider the entire evaluation period when preparing the report; not just the action that caused the report.

c. The RS must submit a DC report for the following specific actions:

(1) When a Marine is the subject of nonjudicial punishment, 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 paragraph 4003.6c(2)).

(2) When a Marine is declared to be in a deserter status (see paragraph 3011).

(3) When remedial promotion to sergeant occurs (see paragraph 6006).

(4) When a reduction in grade is set aside or disapproved (see paragraph 6007).

(5) When Missing in Action or Prisoner of War status occurs (see paragraph 6003.4).

(6) When a Marine is processed for administrative separation for misconduct based on a confirmed drug offense, without being the subject of

disciplinary action (see paragraph 3009.1b).

(7) When a Marine has a second or subsequent alcohol related incident or occurrence of reportable alcohol abuse that does not result in disciplinary action and occurs within a 3 year span from a previous alcohol related incident or occurrence of reportable alcohol abuse. NOTE: Report the incident or occurrence as derogatory material (see paragraph 4003.6b).

(8) When a Marine is the subject of a substantiated case review committee finding of severity Level IV or V, or a subsequent finding of severity Level III, domestic violence or child abuse, as defined in references (f) and (g), and after affording the MRO due process determination that the MRO is culpable (see paragraph 3010).

(9) When a respondent to a Field Flight Performance Board (FFPB) 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 (h) (ACTS Manual). NOTE: Assignment to conditional flight status, as a result of a FFPB, is reported when the next fitness report occasion comes due.

d. Do not submit a DC report:

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

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

(3) In lieu of disciplinary action.

(4) To report the mobilization, demobilization, activation, or deactivation of Reserve Marines (see paragraph 3004.9).

e. Begin section I of all DC reports by stating the reason for submission.

3. Change of Reporting Senior (CH). Submit a CH report when the RS changes (transfer, reassignment, retirement, etc.) but the MRO remains.

4. Transfer (TR). Submit a TR report when the MRO leaves the RS for reasons other than TAD; i.e., transfer, reassignment, extended deployment, etc.

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

6. 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 of the Selected Marine Corps Reserve (SMCR) who are activated for mobilization or have orders to perform Active Duty Special Work (ADSW) away from their parent unit or under a different RS for 31 days or longer.

a. 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.

b. 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.

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

d. 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 I of the MRO's next report per paragraphs 4005 and 4012.

e. 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.

7. 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, prior to a member of the SMCR returning to the parent command awaiting demobilization or deactivation, or terminates ADSW orders lasting 31 days or longer.

a. The report must cover the period from the end date of the MRO's TD report to the day before the MRO departs for his or her parent command.

b. Due to the significance of temporary duty assignments, the RS must submit an observed report, unless the temporary assignment is an academic environment and an observed evaluation is not feasible.

c. 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. Termination for cause requires the appropriate processing and review per Chapter 5.

d. Only submit a not observed report when the early termination absolutely prevents meaningful appraisal and is not a relief for cause.

e. See paragraph 6004 for guidance on academic duty.

f. While a Marine is in a temporary duty status (lasting 31 days or longer) the RS (temporary duty) must submit a report on the MRO for the following occasions:

(1) Grade Change.

(2) Change of Reporting Senior.

(3) Directed by the Commandant of the Marine Corps.

(4) Annual reports (Active and Reserve Components). Submit reports only when this occasion occurs during a period of temporary duty lasting 6 months or longer. If this occasion occurs during a period of temporary duty of less than 6 months, defer the report and reflect the MRO's performance in the FD report.

8. End of Service (EN). Submit an EN report when an Active Component Marine or Reserve member Marine terminates active duty. NOTE: Unless adverse, RSs may omit the EN report for retirement or transfers to the Fleet Marine Corps Reserve (FMCR). Do not mail EN reports to HQMC until MROs End of Service date.

9. Change in Status (CS). Submit a CS report when:

a. A member of the SMCR transfers to the IRR or TDRL.

b. A member of the IRR or an MTU completes an ADSW or RCT assignment of 31 days or longer, or deactivates after completion of mobilization orders of 31 days of longer.

c. Any activated reservist is deactivated. NOTE: SMCR and IMA members who upon activation remain with their parent units the entire period require no report upon deactivation. Only the unit commander who comes under a new command upon deactivation receives a report.

10. 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.

a. 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.

b. The RS may omit the annual report when the report comes due under a new RS within 89 days or less of the establishment of the RS - MRO relationship (see paragraph 3005).

c. Omit the annual report when:

(1) The MRO is in a temporary duty status, other than academic duty, for less than 6 months (see paragraph 3004.7).

(2) 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.

(3) 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.

(4) 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.

11. Annual Reserve Duty (AR).

a. Submit an AR report for Active Reserve Marines, SMCR members (includes IMA members), and MTU Marines. NOTE: Reserve members who are considered for promotion on the ADL will receive AN reports.

b. Omit the AR report under the same conditions identified in paragraph 3004.10.

12. Semiannual Active Duty (SA). Submit a SA report for all Active Reserve, extended active duty, and active duty second lieutenants and first lieutenants.

a. 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.

b. Omit this report if:

(1) It is the first report by the RS on the MRO, and the period of

observation is 30 days or less. Include with the period in the next report due.

(2) 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, and the same Reviewing Officer will be named on the report as would have been named on the omitted report.

13. Reserve Training (RT)

a. For SMCR and IRR members only, submit a report upon completion of annual training and anytime a reservist completes active duty for a period of 12-30 days.

b. Reporting seniors may omit the RT report for reservists performing Reserve training if they write the MRO's annual reserve report. When this occurs, the RS must include observations of the MRO's performance during annual Reserve training in the next reporting occasion. Section I directed comments apply (see paragraph 4012.4).

c. Submit an RT report for reservist serving a period of active duty for 12-30 days, or under a different RS. The RS under whom the MRO served the temporary active duty must submit the report.

3005. MINIMUM OBSERVATION REQUIREMENTS

1. Minimum Observation Time. Reporting seniors must submit observed reports for all reporting occasions covering periods of 90 days or longer except the following:

a. Reporting seniors must submit observed reports for periods covering 31 days or longer for:

(1) Semiannual (SA) reports.

(2) From Temporary Duty (FD) reports. NOTE: See paragraph 6004.4 for periods of academic and training duty lasting between 31 and 89 days.

(3) Change in Status (CS) reports. NOTE: If a member of the IRR attends a school lasting 31 days or longer, the report can be not observed.

b. Reporting seniors must submit observed reports for periods covering 12-30 days for Reserve Training (RT) reports.

2. Periods of Nonavailability. Periods of 30 or more consecutive days when either the MRO or the RS was not physically present to perform his or her duties at the reporting command or organization constitute nonavailability and do not count when determining minimum observation time for submission of an observed report. NOTE: RSs must identify periods of nonavailability in section I (see paragraph 4012.4b(2)). The RS to MRO relationship has to already have been established for RS’s nonavailability to be germane.

3. Exception to Policy. For periods of 89 days or less, RSs may submit an observed report if in their judgment, they possess sufficient observation and:

a. The basis of the observation results from meaningful personal contact with the MRO.

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

c. Indicate in section I this exception to policy is being invoked.

3006. NOT OBSERVED REPORTS

1. Reporting Officials should take all possible action to reduce "not observed" fitness reports. "Not observed" 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 (see paragraph 4003.5b).

2. Submit "not observed" reports for the following situations:

a. 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 3005.

b. Upon termination of the MRO from temporary duty (FD), or drop/disenrollment from a formal school or course in 30 days or less. When this situation occurs the RS must fully explain the reason in section I. See paragraph 6004 for academic duty.

3. Reporting seniors must complete section B "Billet Description" on all "not observed" reports.

4. "Not observed" reports can be rendered adverse; if the report is adverse, the provisions of Chapter 5 apply.

5. Only pages 1 and 5 of "not observed" reports will be completed and submitted for processing.

6. Mark block 7c,(Recommended For Promotion),(N/A) for "not observed" reports.

7. Reviewing Officer. NOTE: While the RS’s evaluation is “not observed” 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.

3007. EXTENDED REPORTS

1. 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.

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

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

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

5. Reviewing Officer. NOTE: While the RS’s evaluation remains the same, the RO (who was the same RO on the prior report) may disagree. Thus, the RO can change the Comparative Assessment mark and comments from those recorded on the prior report. Otherwise, mark items K-1, K-2, and K-3 the same as the prior (AN, AR, or SA) report and in K-4 state, “My observation remains the same.”

3008. WHEN FITNESS REPORTS ARE NOT ALLOWED. Do not submit fitness reports for:

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

2. 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 (m)).

3. Musicians of the Marine Band, MOS 9811.

4. The death of the MRO.

5. The Sergeant Major of the Marine Corps.

3009. DRUG AND ALCOHOL REPORTING REQUIREMENTS

1. Drug Offense. A drug offense occurs when the commander confirms, by a preponderance of the evidence, that MRO wrongfully used, possessed, manufactured, distributed, imported, exported or introduced a controlled substance in violation of Article 112a, UCMJ. NOTE: Drug-related incidents also include "huffing"; and 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.

a. Report confirmed drug offenses and results of subsequent disciplinary action, per the provisions of paragraph 4003.6c via DC report.

b. If the MRO's commander processes him or her for administrative separation for misconduct without disciplinary action, report the incident as derogatory material per the provisions of paragraph 4003.6b via DC report.

2. Alcohol-Related Issues

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

(1) If the alcohol-related incident results in disciplinary action, report the incident and subsequent disciplinary action per the provisions of paragraph 4003.6c via DC report.

(2) If the MRO's commander lawfully disposes of the substantiated criminal allegations resulting from an alcohol-related incident, through means other than NJP, courts-martial, or administrative separation, and it is:

(a) The MRO's first alcohol-related incident, report the incident as derogatory material per the provisions of paragraph 4003.6b when the MRO's next reporting occasion comes due. If the incident, however, is a conviction under the UCMJ or civilian court, a DC report is required per paragraph 3004.2c(l).

(b) A second or subsequent alcohol-related incident for the MRO, occurring within 3 year span from a previous alcohol-related incident or occurrence of reportable alcohol abuse, report the incident as derogatory material via a DC report.

(c) A second or subsequent alcohol-related incident for the MRO,

occurring over 3 years after a previous alcohol-related incident or occurrence of reportable alcohol abuse, report the incident as derogatory material per the provisions of paragraph 4003.6b when the MRO's next reporting occasion comes due.

b. Alcohol Abuse. Alcohol abuse is defined as the ingestion of an excessive amount of alcohol.

(1) Reporting Seniors should only report or comment on occurrences of alcohol abuse that affect performance or military duties or impugn the MRO's character and reputation.

(2) Report all first time reportable occurrences of alcohol abuse when the MRO's next reporting occasion comes due per the provisions of paragraph 4012.4b(4).

(3) Report all second and subsequent occurrences of reportable alcohol abuse occurring within a 3 year span from a previous occurrence of reportable alcohol abuse or alcohol-related incident via a DC report per the provisions of paragraph 4012.4b(4).

(4) Report all second and subsequent occurrences of reportable alcohol abuse occurring over 3 years after a previous occurrence of reportable alcohol abuse or alcohol-related incident when the MRO's next reporting occasion comes due per the provisions of paragraph 4012.4b(4).

c. Alcohol Rehabilitation. Unless the MRO's use of or dependence on alcohol has affected his or her performance, RSs should not comment on a Marine's dependence on alcohol or voluntary participation in the Alcohol Rehabilitation Program.

d. Alcohol Rehabilitation Failure. Reporting Seniors must report voluntary or involuntary treatment failures per the purpose and intent paragraph 5007 of reference (f).

(1) Report the failure as derogatory material per the provisions of paragraph 4003.6b, unless it resulted in disciplinary action when the MRO's next reporting occasion comes due.

(2) Report failures that result in disciplinary action per the provisions of paragraph 4003.6c via a DC report.

3010. DOMESTIC VIOLENCE AND CHILD ABUSE. Substantiated incidents of domestic violence or child abuse may be reported as derogatory material or disciplinary action. A substantiated incident of domestic violence or child abuse may result in NJP, court-martial conviction, civilian criminal conviction, or Case Review Committee findings conducted in accordance with reference (f). Generally, the same incident should not be mentioned in two separate reports (i.e., a report for a substantiated Case Review Committee finding and a report for subsequent disciplinary action). Report incidents of domestic violence as follows:

1. If the domestic violence or child abuse results in disciplinary action under the UCMJ or civilian criminal conviction, report the incident as disciplinary action per the provisions of paragraph 4003.6c via a DC report.

2. If the MRO's commander lawfully disposes of domestic violence or child abuse allegations through means other than NJP, court-martial, or administrative separation, and it is:

a. The MRO's first substantiated finding by a Case Review Committee for severity Level III domestic violence or child abuse, report the incident as derogatory material per the provisions of paragraph 4003.6b when the MRO's next reporting occasion comes due, and only after the completion of any case status review determination.

b. A second or subsequent substantiated finding by a Case Review Committee for severity Level III domestic violence or child abuse, report the incident as derogatory material via a DC report only after completion of any case status review determination.

c. A substantiated finding by a Case Review Committee for severity Level IV or V domestic violence or child abuse only after completion of any case status review determination, report the incident as derogatory material via a DC report only after completion of any case status review determination.

3011. 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 circumstances related below:

1. When a Marines is in a UA status on the occasion for a fitness report submission, do not submit a report until such time as the Marine is declared a deserter or returns from UA.

a. If a Marine is declared a deserter, the MRO's RS at the time the Marine is declared a deserter, must submit a DC report per the provisions of paragraph 3004.2.

(1) 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. Example: A marine goes UA on 1 June and is declared a deserter on 1 July; the end date for the DC report will terminate4 1 July.

(2) Submit the report without the MRO's signature in item 2 of section J (see paragraph 4013.4d). NOTE: Upon return, the MRO can request a copy of his or her report from the CMC (MMSB-30) and upon receipt, submit a rebuttal per the provisions of Chapter 5.

(3) If the RS transfers prior to the MRO being declared a deserter, see paragraph 3011.4.

b. If a Marines returns from UA prior to being declared a deserter:

(1) Delay submitted any report due until any pending disciplinary action occurs. Report the period of UA and subsequent disciplinary action per the provisions of paragraph 4003.6c.

(2) Make the end date of the report the day the findings of a special or general court-martial are announced, or the day the Convening Authority action on a summary court-martial is completed, or, in the case of NJP, upon findings of guilt unless the MRO decides to appeal the findings. If the MRO appeals the findings of an NJP, the provisions of paragraph 4003.6c(4) apply.

2. When a Marine is in a UA status, but no fitness report occasion is due, the RS must:

a. Wait until declaration of the Marine as a deserter.

b. Upon declaration of the MRO as a deserter, the RS must submit a DC report per the provisions of paragraph 3011.1a.

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

a. Delay submitting any report due until any pending disciplinary action occurs. Report the disciplinary action per the provisions of paragraph 4003.6c.

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

c. 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) that included the period when another reporting occasion came due (per paragraph 3010.1), the RS who wrote the DC report must:

(1) Request the CMC (MMSB-30) correct the MRO's record by removing the DC report.

(2) Submit a new report for the period and occasion that was superseded by the DC report.

d. 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) that covered a period during which no other reporting occasion was due, the RS who wrote the DC report must:

(1) Request the CMC (MMSB-30) correct the MRO's record by removing the DC report.

(2) Cover the period included in the DC report when the MRO's next reporting occasion come due.

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

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

b. Reflect the period of UA in section I as time lost.

c. Submit the report without the MRO's signature in item 2 of section J (see paragraph 4013.4d). NOTE: Upon return, the MRO can request a copy of his or her report from the CMC (MMSB-30) and upon receipt, submit a rebuttal per the provisions of Chapter 5.

PERFORMANCE EVALUATION SYSTEM

CHAPTER 4

FITNESS REPORT PREPARATION

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CHAPTER 4

FITNESS REPORT PREPARATION

4001. GENERAL ADMINISTRATIVE INSTRUCTIONS

1. The design of the fitness report form facilitates the documentation of essential and critical information in a simple and direct manner. NOTE: Paragraph 4002 specifically applies to preparation of general officer reports and 4017 to colonel reports.

2. 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:

a. The members of the reporting chain.

b. 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).

c. Those administrative personnel involved in the processing of reports.

3. Preparation of the Fitness Report

a. Automated Preparation of Reports. Refer to Appendix F for information and detailed instructions concerning the electronic preparation and submission of fitness reports. 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.

b. Organizations having custody of a Marine's service record book (SRB) or officer qualification record (OQR) are responsible for providing assistance to reporting officials in the preparation of that Marine's fitness reports.

c . Site Commanders/Inspector-Instructors within Marine Forces Reserve 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. The following clerical guidelines apply when preparing the fitness report if access to A-PES does not exist:

(1) Section A. Complete by computer or typewriter using Courier New size 10 or 12 font. Type entries within the allotted spaces using uppercase letters. Use the Marine Corps Total Force System (MCTFS) for section A information as applicable. NOTE: RSs should initiate action to resolve any discrepancies identified in MCTFS while preparing section A of a fitness report.

(2) Section B. Complete by computer or typewriter using Courier New size 10 or 12 font. Paragraph 4004 addresses content and style specifics.

(3) Section C. Complete by computer or typewriter using Courier New size 10 or 12 font. Paragraph 4005 addresses content and style specifics.

(4) Sections D through H. Complete by marking an "X" in the appropriate blocks. Use black ink. Complete justification comments by computer or typewriter using Courier New size 10 or 12 font. Paragraphs 4006 and 4011 address content and style specifics.

(5) Section I. Complete by computer or typewriter using Courier New size 10 or 12 font. Paragraph 4012 addresses content and style specifics.

(6) Section J. Sign and date as appropriate. Complete item 2 (as required) by marking an "X" in the appropriate block. Use black ink (see paragraph 4013).

(7) Section K. Complete by marking an "X" in the appropriate blocks. Complete item 4 by computer or typewriter using Courier New size 10 or 12 font. Paragraph 4014 addresses content and style specifics. Sign and date as appropriate. Use black ink.

(8) Page Header Data. Complete items 1 and 2 of the page header data on pages 2 through 5 of the fitness report by computer or typewriter using Courier New size 10 or 12 font.

(9) Addendum Page

(a) Complete section A, items 1 and 2 by computer or typewriter using Courier New size 10 or 12 font. Type entries within the allotted spaces using uppercase letters. Complete item 3 by marking an “X” in the appropriate block.

(b) Complete section B by computer or typewriter using Courier New size 10 or 12 font. Paragraph 4015 addresses content and style specifics.

(c) Complete section C, items 1-4 and section D, items 1-5 by computer or typewriter using Courier New size 10 or 12 font. Type entries within the allotted spaces using uppercase letters. Sign and date as appropriate (see paragraph 4015).

4. Corrections to the Paper Fitness Report

a. For section A errors, as appropriate:

(1) Use correction tape provided it does not cover the field separators.

(2) Use the corrector lift-off capability of the typewriter.

(3) DO NOT ERASE.

b. For sections B through I and K text errors, as appropriate:

(1) Reporting officials can make reasonable pen changes, provided the RS or RO and MRO (for adverse reports) both initial them.

(2) In addition, reporting officials may use correction tape or a typewriter with corrector lift-off capability. However, do not use these procedures with adverse reports.

c. Do not erase or make corrections to the markings in sections D

through H or items 1, 2, and 3 of section K.

d. Do not erase or correct signatures in sections J and K.

5. Attached Pages. When attaching pages to the fitness report form, the RO or third officer sighting (as applicable) will indicate in section L addendum pages are attached. NOTE: Addendum pages (paragraph 4015) and unique performance evaluation forms from non-Marine commands or institutions (paragraph 6008) are the only documents authorized for attachment. No pages or forms will be stapled to the fitness report form.

4002. INSTRUCTIONS FOR COMPLETING GENERAL OFFICER REPORTS

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

2. Reviewing officers may attach a typed endorsement or provide handwritten comments on the 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 reviewing officer on fitness reports written on general officers assigned to Headquarters Marine Corps.

5. The Commandant will endorse all other general officer reports. Forward all other general officer reports (when the RO is other than the CMC), to the Commandant for endorsement. NOTE: Forward completed reports to the Director, Marine Corps Staff in an envelope marked "Fitness Report: CMC Eyes Only."

4003. INSTRUCTIONS FOR COMPLETING SECTION A

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

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

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

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

d. Item 1d, (SSN). Enter the MRO’s social security number (SSN), expressed as 9 digits WITHOUT spaces or hyphenation. This number is the most critical administrative item of information entered on the form. An incorrect or missing social security number will preclude or delay the entry of the report into the Marine’s records.

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

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

f. Item 1f, (DOR). Enter the MRO’s date of rank for the grade listed in

item 1e. The entry must be an 8-digit format as follows: First 4 digits are the year; the next 2 digits represent the month; and the last 2 digits represent the day. For example, enter 10 November 1999 as 19991110; enter 9 February 2000 as 20000209. NOTE: Enter "FROCKED" for frocked Marines.

g. Item 1g, (PMOS). Enter the 4-digit code representing the MRO's primary military occupational specialty (PMOS).

h. Item 1h, (BILMOS). Enter the 4-digit code representing the military occupational specialty 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".

i. Example. When properly completed, item 1 should resemble the following:

1. Marine Reported On:

a. Last Name	b. First Name	c. MI	d. SSN	e. Grade	f. DOR	g. PMOS	h. BILMOS
JACKSON	ROBERT	E	123456789	GYSGT	19931201	2537	2537_

2. Item 2 (Organization). Complete as follows:

a. Item 2a, (MCC). For Active Component and AR Marines, enter the 3-character code that identifies the MRO's assigned monitored command; e.g., "121" indicates the 1st Marine Division. Reference (i), the MCTFSCODESMAN, lists current MCC codes. For SMCR and IMA members use appropriate mobilization MCC; for IRR members under Reserve Counterpart Training (RCT) or reservists performing active duty special work (ADSW) orders, use the MCC of the unit at which they performed the duty. For Mobilization Training Unit (MTU) members use "MTU". NOTE: For those Marines joined to a reporting unit for administrative purposes, item 2a must reflect HQMC assigned MCCs and not the administrative unit's MCCs.

b. 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 (i) 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 perform the duty. Enter MTU designation in this space for members of an MTU, e.g.,"DC1".

c. 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 MCO reference (i) and reference (j)(IRAM).

d. Example. When properly completed, item 2 should resemble the following:

2. Organization:

a. MCC	b. RUC	c. Unit Description
121	11221	H&S CO 2ND BN 7TH MAR

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

a. Item 3a, (OCC). Enter the two-letter code from paragraph 3003.3 that identifies the appropriate reporting occasion for the report.

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

(1) Reporting seniors must ensure:

(a) The beginning date is the first day after the ending date of the last submitted report; check the MMSB website (see Appendix I).

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

(2) Reporting seniors should identify periods of nonavailability in excess of 30 consecutive days in section I (see paragraph 3005.2).

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

(1) **Duty Codes**

"A" for academic and training duty (see paragraph 6004)
"N" for normal peacetime reporting
"C" for combat (see paragraph 4012.4a(2))
"J" for joint duty
"B" for both combat and joint (see paragraph 4012.4a(2))

(2) Use code "A" for students only.

d. Example. When properly completed, item 3 for joint type duty should resemble the following:

3. Occasion and Period Covered:

a.OCC	b. From	To	c. Type
AN	19980507	19990630	J

4. Item 4 (Duty Assignment (descriptive title)). Enter the abbreviated description of the duty assignment and the command level to which the MRO is assigned.

a. Reporting Seniors may use clearly recognizable abbreviations from the IRAM.

b. 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).

c. Use "COMMANDING OFFICER" or "MEMBER" as the descriptive title for MTU Marines as appropriate.

d. Example. When properly completed, item 4 should resemble the following:

4. Duty Assignment (descriptive title):
| RADIO CHIEF |

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

a. Item 5a, (Adverse). Indicates that the contents of the report constitute an adverse evaluation of the MRO. When appropriate, mark the block with an "X". Refer to Chapter 5 for additional guidance. NOTE: If the RO renders the report adverse, ensure the block is marked with an "X".

b. Item 5b, (Not Observed). Indicates the report is "not observed" per the provisions of paragraph 3006. When appropriate, mark the block with an "X". NOTE: If marked, the RS will not complete sections "C" through "H".

c. Item 5c, (Extended). Indicates the report is "extended" per the provisions of paragraph 3007. When appropriate, mark the block with an "X". Reporting Seniors cannot extend adverse reports.

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

a. Item 6a, (Commendatory Material)

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

(a) Presentation of a personal military decoration as defined in reference (k)(Awards Manual). NOTE: Do not mark this block for award recommendations. The RS can address the award recommendations in section I as appropriate.

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

(c) Presentation of an aviation safety award.

(d) 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).

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

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

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

(a) Per the provisions of reference (l), forward awards to the CMC (MMMA) as appropriate. Once authenticated, MMMA will forward a copy of the award to MMSB-20 for inclusion in the Marine's OMPF.

(b) Commanding officers should forward copies of other commendatory documentation authorized for inclusion in the OMPF to the CMC (MMSB-20) under a separate cover letter. Ensure all documents contain the Marine’s SSN.

b. Item 6b, (Derogatory Material)

(1) As appropriate, 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. Examples include but are not limited to:

(a) Reports of convictions by civilian courts not addressed in paragraph 4003.6c (Item 6c, (Disciplinary Action). NOTE: Exclude minor traffic violations.

(b) Notification of revocation of the MRO's driving privileges. Revocation of driving privileges indicates a consistent pattern of vehicular infractions and/or contempt for authority and reflects adversely on the Marine and the Marine Corps.

(c) Letters from the commanding officers at other installations banning the MRO from their club facilities.

(d) Letters of substantiated indebtedness.

(e) Substantiated findings of severity Level IV or V domestic violence or child abuse incidents or a subsequent finding of severity level III as defined in references (f) and (g), and after affording the MRO due process determination by the commanding officer that the MRO is culpable.

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

(3) Do not attach the derogatory material to the fitness report.

(4) Forward derogatory material authorized for filing per reference (j) under separate cover letter to the CMC (MMSB-20) for inclusion in the appropriate portion of the Marine's OMPF.

(5) Reporting Seniors must exercise extreme care to ensure that the derogatory material is an incontrovertible matter of fact or is a matter acknowledged by the MRO, and the report is not being used in lieu of appropriate disciplinary action under reference (m).

(6) Mark item 6b if the MRO received an administrative letter of censure by the Secretary of the Navy.

(7) Mark the block with an "X" when the MRO's commander lawfully disposes of substantiated criminal allegations through means other than NJP, courts, or administrative separation. Reporting seniors should use this provision judiciously, noting that its intent is to capture the overall performance of the MRO.

(a) Rule 306, of reference (m), 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, 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 as a

Marine.

c. Item 6c, (Disciplinary Action). Report all disciplinary action via a DC report per the provisions of paragraph 3004.2c(1). Mark the block with an "X" when the MRO is the subject of disciplinary action or when the appellate process from a previous reporting period completes adjudication and the results are reportable as discussed below.

(1) Disciplinary action is defined as nonjudicial punishment (NJP), court-martial conviction, or civil criminal conviction.

(2) "Civil criminal conviction" includes:

(a) Any conviction of an intoxicated driving offense (see paragraph 3009.2)

(b) Any conviction of another offense if:

1 A punitive discharge would be authorized for the same or closely related offense under the reference (m); or

2 The maximum imposable sentence could include confinement for 6 months or more.

(c) A court finding, for offenses described in paragraph 4003.6c(2)(b), consistent with a plea of "no contest".

(d) 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.

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

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

(a) If the MRO appeals the findings, the RS should delay submitting the DC report until resolution of the appeal.

(b) 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.

(c) 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 pending DC report.

(5) Report findings of guilt from summary courts-martial upon completion of the Convening Authority action.

(a) If a CH or TR report comes due prior to completion of the Convening Authority action, the RS should submit the CH or TR report without reference to the summary 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 Convening Authority's action.

(b) If any other reporting occasion comes due prior to completion of the Convening Authority's action, the RS should forego submission of that report and reference the occasion in section I of the pending DC report.

(6) Report special or general courts-martial resulting in a finding of guilt during the reporting period in which the announcement of the findings of the court occurs.

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

(8) The RS must comment on the nature of the disciplinary action in section I.

(9) Do not attach materials relating to the disciplinary action to the fitness report.

(10) Forward materials relating to the disciplinary action under separate cover letter to the CMC (JAM for officers; MMSB-10 for enlisted) for approval for inclusion in the Marine's OMPF.

(11) Do not reference a nonpunitive letter of censure (admonition or reprimand) in any part of the fitness report.

(12) Delay reporting the results of pending civil and/or criminal action for Reserve members transferred to the IRR until resolution of the pending action. Report the results as supplemental information provided the MRO is found guilty in whole or in part.

(a) Report the findings using an addendum page per paragraph 4015.

(b) The RS must refer the addendum page to the MRO for sighting and the opportunity to submit a statement per Chapter 5.

7. 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.

a. 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".

b. Mark block 7b (No) if RS does not recommend the MRO for promotion with contemporaries. When marking this block, the RS must:

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

(a) "I recommend that the MRO not be promoted with contemporaries."

(b) "I recommend that the MRO not be promoted at anytime."

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

NOTE: RSs will not justify a mark of "no" solely on an existing medical problem, since that decision rests with competent medical authorities.

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

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

(2) The MRO is a chief warrant officer 5, LDO lieutenant colonel, sergeant major, or master gunnery sergeant.

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

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

(1) Reporting Seniors 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. NOTE: Per the provisions of reference (n), regarding enlisted promotions, the accelerated promotion program is designed to provide selection opportunity to Sgts and SSgts who do not meet the DOR or AFADBD (USMC and AR) or PEBD (IRR/SMCR) cutoff required for below zone consideration.

(2) Reporting Senior. The RS Must:

(a) 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."

(b) Attach a separate addendum page to the fitness report per paragraph 4015. 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 - H.

(3) Reviewing Officer. The RO must make a specific concurring or nonconcurring comment in section K concerning the recommendation for accelerated promotion. Nonconcurrence 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 or nonconcur with the recommendation for accelerated promotion.

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

a. 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. 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)	

(1) Marksmanship data will reflect the MRO's results per reference (r), the entry level and sustainment marksmanship training with the M16A2 Service Rifle and M9 Service Pistol, that occurred during the reporting period and were officially recorded in MCTFS.

(2) Use the code "D" for a Marine who is exempt from qualifying because he or she is a distinguished shooter.

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

(4) Use code "N" if:

(a) The MRO is not required to requalify or the requirement is waived per the Exceptions to Qualifications (Rifle and Pistol) of MCO 3574.2.

(b) 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 paragraph 5001.d(12).

(c) The MRO was required to qualify but the event was not scheduled during the reporting period. NOTE: Code "N" has no adverse connotations.

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

(5) 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 current edition of reference (r).

(6) 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 (see Chapter 5).

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

(8) If the MRO failed to qualify or requalify during an annual marksmanship qualification/requalification training period within the reporting period, but that failure is not the latest qualification/ requalification reflected in the MCTFS, the RS must comment in section I on the prior failure if he or she deems the MRO's failure to qualify resulted from a lack of effort or negligence on the part of the Marine.

(9) If the MRO was required to, but did not fire during an annual marksmanship qualification/requalification training period within the reporting period, but that failure to meet the training requirement is not the latest qualification or requalification reflected in the MCTFS, the RS must comment in section I if he or she deems the MRO did not fire because of a lack of due diligence on the part of the Marine.

b. Item 8b, (PFT). Enter the 4-letter/digit code from the list below that reflects the MRO's physical fitness test (PFT) score status.

PFT Code

A - (passed the lst class, 3 digit score)
B - (passed the 2nd class, 3 digit score)
C - (passed the 3rd class, 3 digit score)

F - (failed, 3 digit score)
RDNT - (required did not take)
NMED - (not medically qualified)
PART - (pass partial PFT)
NREQ - (not required)

(1) PFT data will reflect the MRO's results per MCO reference (o) (MCPFTBCP), which occurred during the reporting period and is the last score officially recorded in MCTFS. PFTs taken for CG or IG inspections, as part of formal school/course induction, or other unique requirement, (i.e., to meet Physical Performance Evaluation will also be appropriately recorded. If any of the latter PFTs and an officially scheduled semiannual 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.

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

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

(4) Use code "F" together with the three digit score to report the MRO's failure of the PFT. This code indicates the MRO's failure to meet a Marine Corps standard and makes the report adverse (see Chapter 5).

(5) Use code "RDNT" if the MRO was required to, but did not take the PFT. NOTE: Code "RNDT" 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.

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

(7) 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.

(8) Use the code "NREQ" if:

(a) The MRO was required to take the PFT but the event was not scheduled during the reporting period.

(b) The MRO passed or failed a scheduled PFT during the current semi-annual physical fitness testing period, but the event occurred during a previous reporting period. NOTE: Code "NREQ" has no adverse connotations.

(c) If the PFT has been waived for units participating in a combat zone, the RS must state authorization authority in section I.

(9) 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).

(10) If the MRO is pregnant and has a waiver for the PFT use code "NMED" and state reason why in section I; if the MRO took a scheduled PFT during the reporting period, report the result using the appropriate PFT code.

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

(1) Enter "F" if the MRO's promotion preference is first sergeant or "M" is the preference is master sergeant.

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

(3) The RS must comment in section I, recommending what grade the gunnery sergeant is best qualified to fill. NOTE: No section I comment is required for "not observed" reports.

(4) Reporting Seniors must ensure the accuracy of the MRO's preference entered in the block; once HQMC processes the report they will not correct this item.

d. Item 8d, (HT (in.)). Enter the MRO's accurate height in inches.

e. Item 8e, (WT)

(1) Enter the MRO's accurate weight in pounds.

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

(3) If the MRO is pregnant, omit the weight and enter the four letter code "PREG".

f. Item 8f, (Body Fat)

(1) Enter the MRO's body fat percentage as a 1 or 2 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.

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

(3) If the body fat percentage reported is 19 percent or higher for male MROs, the report is adverse unless section I reflects that an appropriately credentialed health care provider diagnosed the individual’s condition to be the result of an underlying cause or associated disease process. NOTE: The adversity is waived, however, if MRO’s weight exceeds maximum allowable standards but his body fat percentage does not exceed 22% and a first class PFT score is attained (see paragraphs 4012.4a(13)and 5001.3a(6)).

(4) If the body fat percentage reported is 27 percent or higher for female MROs, the report is adverse unless:

(a) Section I reflects the MRO is within the 6 month postpartum recovery period and a medical officer has not declared the MRO fit for full duty following delivery.

(b) Section I states an appropriately credentialed health care provider diagnosed the individual’s condition to be the result of an underlying cause or associated disease process.

(c) When MRO’s weight exceeds maximum allowable standards but body fat percentage does not exceed 30% and a first class PFT score is attained (see

paragraph 4012.4a(14)(d)and 5001.3a(7)(c)).

(5) If the MRO's body fat percentage is within the acceptable standard of 18 or 26 percent or less for a male or female respectively, but the MRO's military appearance is not acceptable, the RS must comment on this fact in section I (see Chapter 5).

g. 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.

h. Item 8h, (Future Use). Leave blank.

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

9. Item 9 (Duty Preference). Completion of item 9a and 9b is optional.

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

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

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

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

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

c. Reporting Seniors should comment as deemed appropriate in section I concerning the MRO's duty preferences.

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

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

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

c. 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	

d. Item 10d, (SSN). Enter the RS's nine-digit social security number without spaces or hyphenation. Leave blank if foreign military.

e. Item 10e, (Grade)

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

Officers (USMC, USA, USAF)

WO - Warrant Officer
CWO2 - Chief Warrant Officer 2
CWO3 - Chief Warrant Officer 3
2NDLT - Second Lieutenant
1STLT - First Lieutenant
CAPT - Captain
MAJ - Major
LTCOL - Lieutenant Colonel
CWO4 - Chief Warrant Officer 4
CWO5 - Chief Warrant Officer 5

COL - Colonel
BGEN - Brigadier General
MAJGEN - Major General
LTGEN - Lieutenant General
GEN - General

Officers (USN, USCG)

Use abbreviations noted above for warrant officers

ENS - Ensign
LTJG - Lieutenant Junior Grade
LT - Lieutenant
LCDR - Lieutenant Commander
CDR - Commander
CAPT - Captain
RDML - Rear Admiral Lower Half
RDMU - Rear Admiral Upper Half
VADM - Vice Admiral
ADM - Admiral

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

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

f. Item 10f, (Duty Assignment). Enter the RS's duty assignment. When properly completed item 10 should resemble the following examples:

(1) An RS who is a Marine officer and the commanding officer of the MRO.

10. Reporting Senior:

a. Last Name	b. Init	c. Service	d. SSN	e. Grade	f. Duty Assignment
SMITH	RL	USMC	345588930	LTCOL	COMMANDING OFFICER

(2) An RS who is an air force officer and the Aviation Ordnance Staff Officer at Headquarters, United States Atlantic Command.

10. Reporting Senior:

a. Last Name	b. Init	c. Service	d. SSN	e. Grade	f. Duty Assignment
WHITE	LC	USAF	456789012	CAPT	AVN ORD OFFICER

(3) An RS who is a civilian head of a staff section at HQMC.

10. Reporting Senior:

a. Last Name	b. Init	c. Service	d. SSN	e. Grade	f. Duty Assignment
JOHNSON	BK	CIV	789012345	GS13	SECTION HEAD

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

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

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

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

d. Item 11d, (SSN). Enter the RO's 9-digit social security number without spaces or hyphenation. Leave this item blank if the RO is a foreign military officer.

e. Item 11e, (Grade).

(1) 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.

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

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

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

g. When properly completed item 11 should resemble the examples for item 10 above.

4004. INSTRUCTIONS FOR COMPLETING SECTION B (BILLET DESCRIPTION)

1. 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. This description puts the "flesh to the bone" of item 4, Duty Assignment (descriptive title) in section A. 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.

2. Process

a. 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.

b. 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.

c. Within 15 days of establishing the reporting relationship between the RS and the MRO, the RS and MRO will meet to establish and formalize the MRO's billet description. The MRO Worksheet (Appendix D) provides a viable vehicle for this process.

d. 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, subject to adjustment, addition, and deletion based upon the dynamic nature of any single reporting period.

e. Section B will not necessarily remain the same from one reporting period to the next.

f. 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.

g. Reporting Seniors must complete section B for all reports except extended reports.

3. Structure and Content

a. Reporting Seniors must restrict section B comments to the space provided; no additional comments or addendum pages are authorized.

(1) Make entries using bulletized text format.

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

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

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

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

c. When preparing this section:

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

(2) Make comments objective 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*, and punctuation (#!&%?...) in exclamation.

d. Limit abbreviations and acronyms to those widely understood and included in the service glossary of acronyms and terms. If in doubt, spell it out.

e. 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.

f. See Appendix E for examples of completed section Bs.

4. 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.

a. It is an integral, fundamental link to an effective performance evaluation system 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.

b. 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.

c. 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. Reviewing Officer Responsibilities. Section B is the first area where unwarranted advocacy can enter into the fitness report. Within the context of reviewing this section, ROs must:

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.

4005. INSTRUCTIONS FOR COMPLETING SECTION C (BILLET ACCOMPLISHMENTS)

1. 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:

a. 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 I narrative documentation.

b. Complement the information contained in the preceding section by providing an accurate account of exactly what the Marine accomplished in the billet.

c. Be objective rather than qualitative in nature.

d. 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 G.

e. Is not to be completed for extended reports.

2. Process. When MROs submit their section A data to their RS they should also submit a list of billet accomplishments. The MRO Worksheet (Appendix D) provides a viable 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.

a. Completing section C requires the RS to prioritize the Marine's accomplishments and contributions for the reporting period. The RS records this prioritized list in section C of the report, following the instructions listed in paragraph 4005.3.

b. 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.

3. Structure and Content

a. Reporting Seniors must restrict section C comments to the space

provided; no additional comments or addendum pages are authorized.

(1) Make entries using bulletized text format.

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

(3) Limit accomplishments to the space provided in section C. Prioritize and reduce the list of accomplishments in order to fit within the allotted space. See Appendix E for examples of completed section Cs.

(4) Do not address awards and commendatory reports either received or forwarded during the reporting period in section C.

(5) Do not include any reference to adverse material or disciplinary action.

(6) The RS should address commendatory and adverse items in "JUSTIFICATION" comments for sections D through H or in section I.

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

c. When preparing this section:

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

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

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

d. 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. If in doubt, spell it out.

4. Reviewing Officer Responsibilities. Within the context of reviewing this section, ROs must:

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. Reviewing Officers must return reports to the RS that contain section C entries not in line with the guidance provided for completion of that section.

4006. INSTRUCTIONS FOR COMPLETING SECTIONS D, E, F, AND G

1. 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, and G comprise 13 attributes that give the RS a broad cross section of areas to evaluate the MRO that the Marine Corps deems most important.

a. The report divides these 13 attributes into four sections:

(1) MISSION ACCOMPLISHMENT.

(2) INDIVIDUAL CHARACTER.

(3) LEADERSHIP.

(4) INTELLECT AND WISDOM.

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

2. Performance Anchored Rating Scales (PARSs). Sections D, E, F, and G include a PARS for each of the 13 attributes that form the heart of the fitness report.

a. Performance anchored rating scales:

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

(a) The definition of the attribute.

(b) Descriptions of levels of demonstrated performance related to the attribute.

(c) A marking gradient.

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

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

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

c. The scales run from left to right; each is distinctly separate from the others.

3. Marking Philosophy. The RS must carefully evaluate the Marine in each attribute to fairly judge the performance and character of the individual.

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

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

c. Fitness reports document performance during a defined period for a specific set of duties and responsibilities.

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

e. Few Marines can excel in all aspects of their duties. An RS may, for example, have a Marine who is an exceptional leader, but 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.

f. 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".

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

h. Reporting seniors must not inflate performance. The CMC (MMSB-30) will scrutinize RS's grading histories (see paragraph 8012 and Appendix N) and return noncompliant reports.

4. Marking Procedures. The RS must:

a. Review the descriptors in each PARS thoroughly.

b. 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.

c. Identify the position on the scale by marking the appropriate block with an "X" using the computer, black ink, or black marking pen.

5. 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.

a. Discussion

(1) Unacceptable Performance. An "A" in any of the attributes constitutes an unsatisfactory marking and renders the entire report adverse (see paragraphs 4003.5a and 5001.3).

(a) A single event or action may be significant enough to support an unsatisfactory marking.

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

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

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

(b) 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.

b. Administration

(1) Complete justifications by computer or typewriter per the instructions in paragraph 4001. Normal capitalization rules apply. Do not use UPPERCASE, underlining, "quotation marks," **boldface**, *italics*, and punctuation (#!&%?...) in exclamation.

(2) Reporting Seniors must:

(a) Use an addendum page when additional space is needed for justifying an "A" marking.

(b) 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.

(3) 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.

(a) Since the category description tells how it was done, the justification narrative is what was done – the concrete examples without exaggeration.

(b) A onetime accomplishment, unless of such noteworthy character as to be appropriate, does not justify an "F" or "G" marking.

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

(a) Verifiable.

(b) Substantive.

(c) Quantifiable (where possible).

(5) 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.

6. Not Observed (N/O). Use block "H" for "Not Observed" markings.

a. Reporting Seniors should mark block "H" for those instances when the period of observation precludes an accurate assessment.

b. Markings of N/O should be the exception.

4007. SECTION D - MISSION ACCOMPLISHMENT

1. General

a. Reporting officials should begin every performance evaluation by asking themselves these fundamental questions:

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

(2) How efficient was the MRO in using the resources at his or her disposal?

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

b. In section D, MISSION ACCOMPLISHMENT, the RS provides the CMC answers to the above questions.

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

(2) Mission Accomplishment addresses both the ends (results) and the means (how the MRO achieved those results). The two evaluated attributes are each distinct, separate components of Mission Accomplishment. Taken together, they provide a balanced overall picture of the Marine. Section D contains two attributes:

(a) PERFORMANCE.

(b) PROFICIENCY.

2. PERFORMANCE

a. 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."

b. Scaled Measurements

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

(2) "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."

(3) "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."

c. Discussion

(1) 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:

(a) Ensure that the Marine understands those standards.

(b) 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.

(2) 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.

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

(a) How effective was the MRO in managing time?

(b) How thorough was the MRO in ensuring the job was done right every time?

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

3. PROFICIENCY

a. 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."

b. Scaled Measurements

(1) "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."

(2) "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."

(3) "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."

c. Discussion

(1) Proficiency is 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. The MOS manual 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.

(a) 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.

(b) 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.

(c) 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.

(2) 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.

(3) 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.

(a) 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 2 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.

(b) 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 can't seem to meet the objectives you've laid out for him.

(4) 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 first attribute (PERFORMANCE) 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".

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

(b) 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.

4008. SECTION E - INDIVIDUAL CHARACTER

1. General

a. This section focuses on measurable traits of the MRO’s individual character and contains three attributes:

(1) COURAGE.

(2) EFFECTIVENESS UNDER STRESS.

(3) INITIATIVE.

b. 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."

c. Sections D, F, and G measure qualities that focus on getting the job done. The INDIVIDUAL CHARACTER section measures distinctive mental, physical, moral, and behavioral qualities that each Marine needs.

2. COURAGE

a. 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."

b. Scaled Measurements

(1) "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."

(2) "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."

(3) "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."

c. Discussion. COURAGE has two components: moral and physical. Too often, courage connotes only physical bravery, especially to junior Marines.

(1) 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.

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

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

(a) Delivering bad news to a commander or disagreeing with a senior.

(b) Addressing a military appearance/weight problem with a close subordinate.

(c) Counseling subordinates honestly.

(d) Assigning Marines to required life threatening missions.

(e) Resisting negative peer pressure.

(f) Maintaining integrity when facing a moral dilemma.

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

3. EFFECTIVENESS UNDER STRESS

a. 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."

b. Scaled Measurements

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

(2) "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."

(3) "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."

c. Discussion. Effectiveness under stress means working well under pressure.

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

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

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

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

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

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

2 Marine Security Guard (MSG) detachment commander maintaining

mission focus during civil strife, unrest, and direct action against U.S. property and citizens.

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

4. INITIATIVE

a. 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."

b. Scaled Measurements

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

(2) "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."

(3) "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."

c. Discussion. Initiative is acting without being told.

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

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

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

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

4009. SECTION F - LEADERSHIP

1. 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.

a. 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.

b. 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.

c. The section has five attributes:

(1) LEADING SUBORDINATES.

(2) DEVELOPING SUBORDINATES.

(3) SETTING THE EXAMPLE.

(4) ENSURING WELL-BEING OF SUBORDINATES.

(5) COMMUNICATION SKILLS.

d. 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.

e. 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.

2. LEADING SUBORDINATES

a. 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."

b. Scaled Measurements

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

(2) "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."

(3) "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."

c. Discussion. Assessing leadership is difficult; particularly those styles that are not always immediately obvious.

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

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

(3) This attribute assesses MRO's achievements in terms of applied leadership. Success in this applied leadership should manifest itself in increased subordinate and unit performance.

(4) 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.

3. DEVELOPING SUBORDINATES

a. 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."

b. Scaled Measurements

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

(2) "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."

(3) "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."

c. 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 help here:

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

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

(3) 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?"

4. SETTING THE EXAMPLE

a. 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."

b. Scaled Measurements

(1) "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."

(2) "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."

(3) "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."

c. Discussion. Leadership depends on personal credibility and a commitment to excellence.

(1) 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.

(2) 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.

(3) 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.

5. ENSURING WELL-BEING OF SUBORDINATES

a. 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."

b. Scaled Measurements

(1) "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."

(2) "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."

(3) "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."

c. 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.

(1) 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.

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

(3) 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.

6. COMMUNICATION SKILLS

a. 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."

b. Scaled Measurements

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

(2) "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."

(3) "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."

c. Discussion. The ability to communicate is vital.

(1) Without this skill: orders get misunderstood, directives get confused, and the potency of good leadership becomes diluted.

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

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

4010. SECTION G - INTELLECT AND WISDOM

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

a. We measure a Marine's intellect and wisdom indirectly through three assessed attributes:

(1) PROFESSIONAL MILITARY EDUCATION.

(2) DECISION MAKING ABILITY.

(3) JUDGMENT.

b. 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.

(1) 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.

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

2. PROFESSIONAL MILITARY EDUCATION (PME)

a. 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 course work; 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."

b. Scaled Measurements

(1) "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."

(2) "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."

(3) "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."

c. 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.

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

(2) 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. Professional Military Education can be as varied as:

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

(b) Studies in preparation for a MAWTS-1 or Top Gun certification course.

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

(d) Personal reading program and/or participation in professional military societies and/or discussion groups.

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

(3) Professional military education 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.

3. DECISION MAKING ABILITY

a. 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."

b. Scaled Measurements

(1) "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."

(2) "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."

(3) "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."

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

(1) Leadership is decision making.

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

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

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

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

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

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

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

(3) 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.

(4) 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.

4. JUDGMENT

a. 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."

b. Scaled Measurements

(1) "B" marking - "Majority of judgments are measured, circumspect,

relevant, and correct."

(2) "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."

(3) "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."

c. 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.

(1) 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.

(2) 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.

(3) 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.

d. 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 don't think the situation through before they act. They make rash decisions that rarely produce the expected result. In this case, rash judgment compounds enthusiastic, but poor decision making.

4011. INSTRUCTIONS FOR COMPLETING SECTION H (FULFILLMENT OF EVALUATION RESPONSIBILITIES)

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

a. Measures the level to which reporting officials fulfill their responsibilities.

b. 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.

c. As a single, stand-alone, evaluated area, it highlights the importance of accurate, uninflated, and timely reporting.

d. Mark section H "not observed" (block H) for all enlisted Marines except for the few individuals specifically authorized by HQMC to act as reporting officials.

e. Marking and mandatory justification procedures per paragraphs 4006.4 and 4006.5 apply.

2. Definition. "The extent to which this officer serving as a reporting official conducted, or required others to conduct, accurate, uninflated, and timely evaluations."

3. Scaled Measurements

a. "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."

b. "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."

c. "F" marking - "No reports submitted late. No reports returned by either RO or HQMC for administrative correction or inflated markings. No subordinates' reports returned by HQMC for administrative correction or inflated markings. Returned procedurally or administratively incorrect reports to subordinates for correction. As RO nonconcurred with all inflated reports."

4. Discussion

a. 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."

b. 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.

c. 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".

4012. INSTRUCTIONS FOR COMPLETING SECTION I (REPORTING SENIOR'S DIRECTED AND ADDITIONAL COMMENTS)

1. Purpose. Section I provides the RS a location for entering mandatory, directed, and additional comments prohibited elsewhere in the report.

a. Mandatory comments are those required to give the CMC a more complete picture of the MRO's professional character.

b. Directed comments as required by this Manual, provide the CMC amplifying information concerning the MRO.

c. Additional comments may span a wide variety of events, accomplishments, or activities that the RS deems important to convey to the CMC.

d. Both directed and additional comments result in a more comprehensive evaluation of performance and character.

2. Discussion. The RS:

a. Will make mandatory comments to make 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 Reporting Senior deems appropriate.

b. May comment 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.

c. Must take care when making section I comments to ensure that they neither conflict with nor obscure the remainder of the evaluation.

d. Must ensure the comments are not gratuitous.

3. Format and Style

a. Format. When access to A-PES does not exist, the RS should complete comments by computer or typewriter using Courier New size 10 or 12 font. The space made available should be sufficient in all but the most unusual circumstances. Format comments in the following manner:

(1) Mandatory Comments. Mandatory comments; i.e., the word picture, will always be listed first. 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.

(2) Directed Comments. The RS must always list directed comments before any additional comments.

(a) Begin directed comments with the entry "Directed Comments."

(b) Begin each directed comment with a reference to its origination in the report, e. g., "SECT A, Item 7b:".

(3) Additional Comments. The RS may enter additional comments as deemed appropriate.

(a) Make additional comments after listing any directed comments.

(b) Reporting seniors 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.

(c) If the combined length of directed and additional comments exceeds the space provided in section I, the RS will use an addendum page to complete his or her entries.

b. Style. When preparing section I:

(1) Omit superlative adjectives, superfluous statistics, and imprecise phrasing.

(2) Make comments objective, concise, and clear in intent.

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

4. Directed Comments. The following require directed comments in section I:

a. Section A:

(1) Item 3, (Occasion and Period Covered) block a. (OCC), code "EN". Comments should be one of the following: "Retirement", "Release from active duty", "Discharge (type)", or "Transfer to Fleet Marine Corps Reserve" (see paragraph 3004.8). Code “CS,” comment as applicable per paragraph 3004.9.

(2) Item 3, (Occasion and Period Covered) block c. (Type), 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 paragraph 6003.5.

(3) Item 5 (Special Case), a mark in block b. (Not Observed), and the period of the report exceeds 90 days.

(4) Item 6 (Marine Subject To:), a mark in block a. (Commendatory Material), block b. (Derogatory Material) or block c. (Disciplinary Action).

(5) Item 7 (Qualified 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:

(a) "I recommend that MRO not be considered for promotion with contemporaries."

(b) "I recommend that the MRO not be considered for promotion at anytime."

(6) Item 7 (Qualified 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."

(7) Item 8 (Special Information), a. (QUAL), code "U" (unqualified).

(8) Item 8 (Special Information), a. (QUAL), code "X" (required, did not fire).

(9) Item 8 (Special Information), b. (PFT), code "PART" (pass partial PFT).

(10) Item 8 (Special Information), b. (PFT), code "RDNT" (required, did not take).

(11) Item 8 (Special Information), b. (PFT), code "NMED" (not medically qualified).

(12) Item 8 (Special Information), c. (Status), code "F" or "M". Recommend what grade the GYSGT is best qualified to fill (lstSgt or MSgt). NOTE: Disagreement between the MRO and RS does not make the report adverse. No comment is required for "not observed" reports.

(13) Item 8 (Special Information), f. (Body Fat). The listed body fat percentage is 19 percent or higher for male MROs. If appropriate, comment as follows: "An appropriately credentialed health care provider diagnosed the individual's condition to be the result of an underlying or associated disease process." NOTE: When MRO's body fat does not exceed 22% and he has attained a PFT score of first class state, "MRO meets Physical Performance Evaluation criteria in MCO P6100.12, and is within standards." See paragraph 5001.3a(6).

(14) Item 8 (Special Information), f. (Body Fat). The listed body fat percentage is 27 percent or higher for female MROs. As appropriate, comment as follows:

(a) "The MRO is within the 6 month postpartum recovery period."

(b) "A Medical Officer has not declared the MRO fit for full duty following delivery."

(c) "An appropriately credentialed health care provider diagnosed the individual's condition to be the result of an underlying cause or associated disease process."

(d) NOTE: When MRO's body fat does not exceed 30% and she has attained a PFT score of first class state, "MRO meets Physical Performance Evaluation criteria in MCO P6100.12 and is within standards." See paragraph 5001.3a(7)(c).

(15) Item 8 (Special Information), f. (Body Fat). See paragraph 5001.3a(7)(c). The MRO's body fat percentage is within the acceptable standard of 18 or 26 percent or less for a male or female respectively, but the MRO's body composition profile is not acceptable. The RS must comment on the MRO's unacceptable appearance.

b. Other:

(1) Indicate the submission of an observed report for a reporting period covering 89 days of 89 days or less is an exception per the provisions of paragraph 3005.3.

(2) Periods of nonavailability of 30 or more days once the RS to MRO relationship has been established and when either the MRO or the RS was not physically present to perform his or her duties at the reporting command or organization. Comments must include who was nonavailable, the inclusive dates, and the reason for the nonavailability; e. g., proceed, delay, and travel; hospitalization; confinement; etc.

(3) Uncontroverted facts relating to drug offenses by the MRO (see paragraph 3009.1).

(4) Any alcohol-related incidents, reportable occurrence of alcohol abuse, or alcohol rehabilitation failures (see paragraph 3009.2).

(5) A Field Flight Performance Board finds the MRO negligent, culpable, or terminates and/or restricts flight status of the MRO (see paragraph 3004.2c(9) to determine if a DC report is warranted.

(6) 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 paragraph 5007.

(7) Reviewing officer assumes RS authority because of the reporting senior's:

(a) Death.

(b) Incapacitation.

(c) Relief for cause.

(d) For unresolved conflicts and lack of professional objectivity discussed in paragraph 2010.6d.

(8) When submitting a DC report. Comment must indicate the reason for submission (see paragraph 3004.2).

(9) When the RS transfers while the MRO is in a UA status. Comment must indicate the MRO's UA status and reflect the period of UA as time lost (see paragraph 3010.4).

(10) Multiple and simultaneous regular duty assignments. Comment as follows: "Simultaneous report".

(11) For SMCR/MTU reports, the following require explanation in section I:

(a) Significant failure to meet required drill attendance.

(b) Omission of an RT report and the RS includes the period in an annual (AR) report.

(12) Failure of a scheduled PFT not reflected in item 8, (Special Information), block b. (PFT); i.e., CG or IG inspection, formal school/course requirements, etc. (see paragraph 4003.8b(1)).

(13) Failure to qualify or requalify during an annual marksmanship qualification/requalification training period that is not reflected in item 8, (Special Information), block a. (QUAL).

(14) 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.

(15) 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.

(16) The MRO is or was assigned to the Body Composition Program (BCP) ,as directed by reference (o), see paragraph 5001.3d(1).

(17) Early termination of temporary duty originally projected to last more than 30 days (see paragraph 3006.2b).

(18) Class standing or successful completion of school or formal course of instruction, or reasons for drop or disenrollment, when applicable.

(19) For attachment of unique performance evaluation forms given to Marines assigned as students or special trainees at non-Marine commands per the provisions of paragraph 6008.4 has been attached.

(20) Commanding General's approval to modifications of the reporting chain.

(21) 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.

(22) Indicate when the MRO is filling a billet designated for a higher grade, or when a warrant officer is filling a limited duty officer billet or either is filling an unrestricted officer billet.

(23) 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.

(24) 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 (p), regarding operational risk, outlines the integral part ORM plays in training and planning at all levels to optimize operational capability, readiness, and mission accomplishment.

5. Unacceptable Comments. The RS will not comment on the following situations:

a. Reference to pending nonjudicial punishment, court-martial, civil/criminal action, fact-finding board (e.g., Field Flight Performance Boards), or investigation.

(1) Discussion of these matters, if the MRO was found innocent or nonculpable, would be premature and prejudicial, thereby unfairly penalizing the Marine.

(2) Once the pending action is complete (to include the appellate process) and the Marine is found accountable, then include the results in the reporting period when adjudication is completed. For the specific handling of NJP, courts-martial, or civilian conviction see paragraph 4003.6c.

(3) Reference to the results of an informal investigation, fact finding body, or a Field Flight Performance Board should only be made if the MRO is found to be negligent or culpable or if the findings are otherwise adverse.

b. Reference to recommendations for administrative reduction, separation, or withholding of promotion pending resolution at higher authority. Same reasons as paragraph 4012.5a(l) above, apply.

c. Reference to nonpunitive letters of admonition or reprimand, unless the RS follows the provisions of paragraph 4003.6b. Issuance of a nonpunitive letter may not be mentioned in any narrative, but the underlying facts may be

included as outlined in paragraph 0105 of reference (q), the JAGMAN. Reporting seniors must, however, report a Letter of Censure issued by the Secretary of the Navy.

d. Mention of any suspected criminal activity, particularly suspected drug use. Suspicion is not a basis for recording in official personnel files.

e. Indication that the MRO voluntarily entered an Inpatient/Outpatient Alcohol Treatment Center when the situation which led to the volunteering did not affect the individual's performance of duty.

(1) 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.

(2) This is a recognized medical problem, best addressed by medical authorities.

f. Reference to minor traffic violations.

g. Reference to prior nonselection for promotion that is a matter of record.

h. Reference to whether 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.

i. Comments based on an individual's gender.

(1) Gender-related comments; e.g., charming, attractive woman, handsome man, best woman officer, etc., are gratuitous and not acceptable. General comments noting the MRO is pregnant are likewise unacceptable unless related to the MRO's adherence to weight standards or completing the PFT.

(2) Limit references to gender to the pronouns: he, she, him, his, her, hers, himself, herself.

j. 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.

k. Comments concerning the MRO's personal or family problems that do not affect performance or diminish effectiveness to lead.

l. 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.

m. 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.

4013. INSTRUCTIONS FOR COMPLETING SECTION J (CERTIFICATION)

1. 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.

2. 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.

3. 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. It further certifies that the RS has provided the MRO with a signed copy of the report that includes sections completed by the RS.

a. The RS must sign item 1 and record the date signed in the appropriate blocks using the YYYY MM DD format.

b. If the RS makes any changes to the report subsequent to providing the MRO a copy, he or she must provide a new signed copy of the report to the MRO.

c. 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 paragraph 3011.1 or 3011.4), the CMC waives the requirements for the RS to provide a copy of the report to the MRO.

4. Item 2 (Acknowledgment by the MRO when the Report is Adverse). If the report is adverse, the MRO, by close of business on the first working day after being provided a copy of the report, must:

a. Sign item 2 and record the date signed in the appropriate blocks using the YYYY MM DD format.

b. Indicate whether or not he or she will make a statement by marking an "X" in the appropriate block.

c. If making a statement, the MRO must prepare the statement per the instructions of paragraph 5003 using the Addendum Page (Appendix C) per the instructions in paragraph 4015.

d. 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 paragraph 3011.1 or 3011.4), the CMC waives the requirements 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 (MMSB-30) and upon receipt, submit a rebuttal per the provisions of Chapter 5.

e. See paragraph 5007 if the MRO refuses to sign the report.

5. 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 the MRO's completion of item 2 and forwarding of the report. The RO will make the determination on adversity. NOTE: If in doubt, the RO should call the Performance Evaluation Section (MMSB-30) for assistance in making the determination on adversity.

4014. INSTRUCTIONS FOR COMPLETING SECTION K REVIEWING OFFICER COMMENTS)

1. Purpose. Section K formalizes the RO's involvement in the PES. It requires the RO to:

a. Certify the administrative correctness of the report.

b. Characterize his or her level of observation of the MRO.

c. Address the following if the RO has sufficiently observed the MRO:

(1) Concur or nonconcur with the RS's evaluation.

(2) Compare the MRO's professional abilities and potential to other Marines of the same grade whose professional abilities are known to the RO.

(3) Comment concerning the MRO's potential.

2. Structure and Content

a. Item 1 (Observation). The RO must indicate whether or not he or she has had sufficient knowledge and observation of the MRO to effectively complete items 2-4 of section K.

(1) 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.

(2) Mark an "X" in the appropriate block, indicating either sufficient or insufficient observation. The RO must complete items 2-4 of section K if observation is marked sufficient in item 1. Do not complete items 2-4 if item 1 reflects insufficient observation unless addressing the following:

(a) Modifications to the reporting chain or submission deadlines.

(b) Adjudication of factual differences between the RS's evaluation and the MRO's statement related to adverse reports per the provisions of paragraph 5004.

(c) Authorization for the RS to complete a report on an officer of equivalent grade.

(d) The RS recommends the MRO for accelerated promotion. NOTE: Comments should reflect that the RO can neither concur nor nonconcur with the recommendation for accelerated promotion because of insufficient observation (see paragraph 4003.7d(e)).

(e) Failure of the MRO to submit a statement after indicating his or her desire to do so in item 2 of section J.

b. Item 2, (EVALUATION). The RO must concur or nonconcur with the report.
(1) Mark an "X" in the appropriate block.

(2) If the RO marks the nonconcur block, provide amplifying comments in item 4. See paragraph 4014.2d(2).

c. 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.

(1) Consider all the MRO's attributes.

(2) Weigh the MRO's performance as an indicator of future potential

for service at more senior positions.

(3) 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; i.e., a MRO you are assessing in back-to-back reporting periods and whose performance remains constant, should at least receive the same mark, as you assigned to the prior report.

(4) See explanations in paragraphs 3006.7 and 3007.6 for not observed and extended reports, respectively.

d. 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 not observed report, the RO is not precluded from providing his or her own assessment and comments. NOTE: Unacceptable comments in paragraph 4012.5 also apply to the RO.

(1) General Content. The RO should comment on the MRO's performance and potential as follows:

(a) If observation and knowledge of the MRO's performance permit, ROs must provide comments on the MRO's performance during the reporting period. For those cases of extended reports, and same RO as prior report, the RO may make the following comment "Comments remain the same" and mark the comparative assessment same as prior report; or may add new comments deemed appropriate, and mark the comparative assessment scale as applicable.

(b) 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. As appropriate, he or she should put the RS's marks and comments in perspective.

(c) 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 others.

(2) Directed Comments. The RO must specifically comment on the following:

(a) Issues related to nonconcurrence with the RS’s evaluation of the MRO to include the specific reason; e.g., inflation. NOTE: In the case of inflation, the RO must highlight the fact that his or her efforts to remedy the situation with the RS were unsuccessful.

(b) Modifications to the "normal" reporting chain or submission deadlines approved by commanding generals because of operational considerations.

(c) The RS recommends the MRO for accelerated promotion (see paragraph 4003.7d(3)).

(d) Adjudication of factual differences between the RS’s evaluation and the MRO’s statement related to adverse reports per the provisions of paragraph 5004.

(e) Authorization for the RS to complete a fitness report on an officer of equivalent grade.

(f) Failure of the MRO to submit a statement after indicating his or her desire to do so in item 2 of section J.

(3) Format. If access to A-PES does not exist, the RO should complete comments by computer or typewriter using Courier New size 10 or 12 font.

(a) The RO must limit comments to the space available.

(b) The only authorized RO use of an addendum page is for adjudicating adverse reports.

(4) Style. When preparing this item:

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

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

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

e. Item 5, RO Certification. Sign and date the certification on the date actually completed.

f. Item 6 (Acknowledgment by the MRO when the Report is Adverse).

(1) The RO must refer the report to the MRO when K-3 is marked “unsatisfactory” and/or the RO comments render the report adverse; or an adverse by the RS, the RO marks K-2 “concur” or K-3 “unsatisfactory” or review comments add new adversity not addressed by the RS, the MRO must:

(a) Sign item K-6 and record the date signed.

(b) Indicate whether or not he or she will make a statement by marking an “X” in the appropriate block.

(c) If making a statement, the MRO must prepare the statement per the instructions in paragraph 5003 using the addendum page (Appendix C) per the instructions in paragraph 4015.

(2) Conversely, no requirement exists for the RO to refer an adverse report for section K-6 signature if the MRO indicated “no statement to make” in section J-2 and K-1 is marked “Insufficient;” or when MRO submits a rebuttal, K-2 is marked “Do Not Concur,” the RO does not mark K-3 “unsatisfactory,” and adds no new adversity in review comments.

g. The RO must complete section K as described above 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.

3. Administrative Review Process. Regardless of the extent of observation, the RO remains responsible for conducting an administrative review of the report. Reviewing officers 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:

a. 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:

(1) Section A. The RO must:

(a) Check for accuracy.

(b) 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?

(c) Ensure the RS makes the appropriate directed comments in section I for marks and codes requiring directed comments per the provisions of this Manual.

(2) Sections B and C. The RO must ensure:

(a) Section B (BILLET DESCRIPTION) entries are consistent with the duty assignment (descriptive title) listed in item 4 of section A and conform to the style and form standards set forth in paragraph 4004.

(b) Section C statements describe performance accomplishments directly related to the duties and responsibilities of the MRO and conform to the structure and content standards set forth in paragraph 4005.

(c) See Appendix E for sample sections B and C.

(3) Sections D through H. Review all justifications for marks of "A," "F," or "G" to ensure each meets the requirement of paragraph 4006.5, and clearly supports either sustained exemplary performance rarely matched by others or substandard/adverse performance.

(4) Section I. Ensure the RS's comments meet the same standards as those in section C and do not exceed the space provided. Confirm that all directed comments match the remarks or markings in the appropriate sections of the fitness report.

(5) 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 those RO responsibilities outlined in paragraph 5004.

b. Procedures for Adjudicating Administrative Errors and Inflated Reports. Given the RO's responsibility for ensuring fitness reports adhere to the policy set forth in this Manual, the RO must:

(1) Return to the RS any fitness report with administrative errors requiring correction.

(2) Notify the RS when, in his or her opinion, the fitness report contains inflated markings, justifications, or comments failing to meet the standards or spirit of this Manual.

(a) In such situations, the RO should give the RS the reasons for returning the report and provide guidance to bring the same to the accepted

standard.

(b) 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 nonconcurrence with the report.

(4) Provide comments in item 4 amplifying the mark in the nonconcur block, indicating his or her rationale for nonconcurrence with the report, the specific item(s) of concern, and the recommended change to the evaluation. 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 would indicate nonconcurrence 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."

4015. INSTRUCTIONS FOR COMPLETING SECTION L (ADDENDUM PAGE)

1. General. The addendum page, Appendix C, is normally the only attachment to the fitness report. The exception is as noted in paragraph 6008.4, when the MRO is a student or special trainee assigned to a non-Marine command or institution.

2. Purpose. The addendum page provides a standardized format to the MRO and all reporting officials for use in the following situations:

a. Continuation of RS's:

(1) Narrative on an adverse report if necessary.

(2) Justifications when more than one attribute in a section requires justification for an "A, "F", or "G" marking (see paragraph 4006.5).

(3) Section I comments when the combined length of directed and additional comments exceeds the space in section I (see paragraph 4012.3).

b. Rebuttal statements from the MRO. NOTE: The MRO cannot submit a rebuttal to a fitness report that is not adverse.

c. Reviewing Officer's adjudication and general or senior officer sighting comments associated with an adverse report.

d. Reporting Senior's recommendation for an MRO's accelerated promotion.

e. Administrative reviews addressed in paragraph 6008.

f. Submission of supplemental comments.

g. Quality control documentation for HQMC.

3. Administration

a. Appendix C is the addendum page form (NAVMC 11297 (1-99)(EF)).

b. Type all the information on the addendum page.

(1) Complete Section A (PURPOSE), by computer or typewriter using Courier New size 12 font. Type entries within the allotted spaces using uppercase letters.

(2) Complete Section B (TEXT), by computer or typewriter using Courier New size 10 or 12 font.

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

(4) Complete Section C (SUBMITTED BY) and Section D (GENERAL/SENIOR OFFICER ADVERSE REPORT SIGHTING) by computer or typewriter using Courier New size 12 font.

(5) Make corrections using correction tape or a typewriter with corrector, lift-off capability. NOTE: Do not use correction tape for matters dealing with adversity.

(6) Minor pen changes are also acceptable, however, the person making the change must initial next to the change.

c. Sign and date using black ink. Do not correct signatures.

d. If more than one addendum page is necessary for any particular purpose, the user must identically complete items 1 through 3 on all pages.

e. All addendum pages must reflect the appropriate page number (e.g., 1 of 2, 2 of 2,) of that Marine's particular submission. For example: An MRO's rebuttal statement is three pages in length, and the RO's statement requires two addendum pages.

(1) In the appropriate spaces on the MRO's statement, mark the sequential pages 1 of 3, 2 of 3 and 3 of 3.

(2) Mark the RO's statement 1 of 2 and 2 of 2.

f. Each page of the submission requires the appropriate certifying signature.

4. Completion Instructions

a. Section L. Mark an "X" in the block as appropriate to indicate there is an addendum page(s) attached.

b. Addendum Page. Complete as follows:

(1) Section A (PURPOSE)

(a) Item 1, (Marine Reported On). Type the information required in blocks a., b., c., d., and e. exactly as it appears in item 1 of section A on the fitness report.

(b) Item 2, (Occasion and Period Covered). Type the information required in blocks a., and b. exactly as it appears in item 3 of section A on the fitness report.

(c) 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.

(2) Section B (TEXT). Complete per the administrative instructions in paragraph 4015.3b(2).

(3) Section C (SUBMITTED BY)

(a) Type the information required in items 1-4.

(b) Sign in the space provided and record the date signed in the appropriate blocks using the YYYY MM DD format. Use black ink.

(4) Section D (GENERAL/SENIOR OFFICER ADVERSE REPORT SIGHTING)

(a) Type the information required in items 1-5.

(b) Sign in the space provided and record the date signed in the appropriate blocks using the YYYY MM DD format. Use black ink.

5. 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.

6. HQMC Use. Headquarters Marine Corps 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.

4016. INSTRUCTIONS FOR COMPLETING CLASSIFIED REPORTS

1. Fitness reports will not contain classified information. Depending on the possible levels of classification, fitness reports are not releasable to promotion/selection board members who lack the required indoctrination for specific classified programs, and thus, such reports lose impact in the promotion/selection process.

2. Furthermore, those at HQMC with administrative responsibilities in the auditing, accreditation, and processing of fitness reports are eliminated from their oversight responsibilities when reports are classified and cannot be audited for accuracy. Those involved in other manpower management decisions who use performance files are also at a disadvantage, since classified reports are not part of the OMPF.

3. Fitness reports for Marines performing classified duties will 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-H (when applicable) and Section 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.

4017. INSTRUCTIONS FOR COMPLETING COLONEL REPORTS

1. Colonel 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 4003.

3. Reporting Seniors 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 (paragraph 4002).

4. Grading of the 14 attributes on pages 2, 3, and 4 will not occur. The RS’s consideration and evaluation of those attributes, however, and required section I comments (paragraph 4012), as applicable, will also 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 all these comments is essential in fully automating, forwarding, and processing reports. Their use will not be limited, but concise narrative is desired.

5. "Not observed" (paragraph 3006) and extended (paragraph 3007) fitness reports require only pages 1 and 5 with justification comments entered in section I.

6. Reviewing Officer evaluation responsibility for completing section K, Reviewing Officer Comments, is per paragraph 4014. If observation and knowledge of MRO’s performance permits, the RO should complete items K-1 and K-2 and grade the comparative assessment pyramid, item K-3. The RO’s directed and evaluative comments in item K-4 may be extended onto an addendum page, if needed.

7. When the RS is a Flag Officer or equivalent and a reviewing officer chain does not exist per paragraph 2004, and one is not otherwise prescribed, special handling instructions of such a situation are contained in paragraph 2010.6e.

8. All pages with signature lines will be signed, as applicable.

PERFORMANCE EVALUATION SYSTEM

CHAPTER 5

PROCEDURES FOR ADVERSE AND APPEALED REPORTS

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CHAPTER 5

PROCEDURES FOR ADVERSE AND APPEALED REPORTS

5001. ADVERSE REPORTS

1. Reporting officials must document and report unsatisfactory performance, lack of potential, or unacceptable professional character.

a. 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.

b. 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.

c. 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.

d. The RS must tell it as it is, be specific, and avoid vague and ambiguous language that only serves to confuse the reader.

e. 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.

2. Governing Regulations. The importance of fitness reports to the Marine Corps demands the reporting chain ensure the accuracy of each report.

a. Reporting officials must, per Article 1122 of reference (a), refer all adverse reports to the MRO for completion of item 2 in section J (CERTIFICATION) and/or item 6 in section K (REVIEWING OFFICER COMMENTS) as appropriate.

b. Reporting officials must give the MRO an opportunity to comment on all adverse material.

c. A third officer sighter must sight all adverse fitness reports (see paragraph 5005).

3. Adverse Defined. Specific entries and/or comments can render a report adverse.

a. Section A

(1) Item 6b. A mark in block b. (Derogatory Material) of item 6 (Marine Subject Of:) indicating the MRO was the subject of derogatory or incident reports received by the RS from outside the reporting chain or from within the reporting chain above the RO level (see paragraph 4003.6b).

(2) Item 6c. A mark in block c (Disciplinary Action) of item 6

(Marine Subject Of:) indicating the MRO was the subject of disciplinary action during the reporting period or appellate process from a previous period completes the adjudication process (see paragraph 4003.6c).

(3) Item 7b. A mark of "NO" in item 7 (Recommended for Promotion).

(4) Item 8a. Codes "U" (Unqualified) and "X" (required did not fire) in block a. (QUAL) of item 8 (Special Information).

(a) Code "U". The RS must determine if the MRO's failure to qualify resulted from a lack of effort or negligence on the part of the Marine per the provisions of reference(r), regarding firing with the M16A2 Service Rifle and M9 Service Pistol.

(b) Code "X". The RS must determine if the MRO's failure to fire was the result of a lack of due diligence on the part of the Marine that resulted in him or her not getting scheduled on a range detail or ignoring an assignment to a scheduled detail.

(5) Item 8b. Codes "F" (failed) and "RDNT" (required did not take) in block b. (PFT) of item 8 (Special Information).

(a) Code "F". The score officially recorded in the MCTFS reflects the MRO's failure of the PFT.

(b) Code "RDNT". The RS must determine if the MRO was required to, but did not take the PFT because of a lack of due diligence on the part of the Marine that resulted in him or her not getting scheduled for a PFT or ignoring a scheduled PFT.

(6) Item 8f. The body fat percentage recorded in block f. (Body Fat) of item 8 (Special Information) is 19 percent or higher for male MROs and the MRO is not diagnosed by an appropriately credentialed health care provider that the excess weight and body fat condition is the result of an underlying or associated disease process. NOTE: A tolerance up to 4% (not to exceed 22%) is allowed for male Marines who complete a full PFT and earn a 1st class score. The PFT must have been run within 90 days prior/30 days after the body fat measurement. The MRO must have a current 1st Class semi-annual (annual for Reserves) PFT score; a previously recorded score will not be considered!

(7) Item 8f. The body fat percentage recorded in block f. (Body Fat) of item 8 (Special Information) is 27 percent or higher for female MROs and the MRO is not:

(a) Within the 6 month postpartum recovery period.

(b) Pending a fit for full duty determination by a Medial Officer following delivery.

(c) Diagnosed by an appropriately credentialed health care provider that the excess weight and body fat condition is the result of an underlying cause or associated disease process. NOTE: A tolerance up to 4% (not to exceed 30%) is allowed for female Marines who complete a full PFT and earn a 1st class score. The PFT must have been run within 90 days prior/30 days after the body fat measurement.

b. Section C. Comments indicating the MRO accomplished below average or unsatisfactory results are inappropriate and must be avoided. See paragraph

4005.1d and 4005.3a(5).

c. Sections D through H. Any mark of "A" is adverse. NOTE: The RS must justify the mark in the corresponding justification block.

d. Section I Comments

(1) Comments indicating the MRO is or was assigned to the Body Composition Program (BCP) as directed by reference (o) (MCPFTBCPM), at anytime during the reporting period.

(a) Any assignment to either program reflects a failure to meet Marine Corps standards and is adverse unless an appropriately credentialed health care provider diagnosed the individual's condition to be a result of an underlying cause or associated disease process.

(b) The RS must highlight the diagnosis in section I.

(2) Comments identifying the MRO's failure to maintain an acceptable military appearance.

(3) Comments identifying a failure by the MRO to qualify or requalify during an annual qualification/requalification training period at anytime 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.

(4) 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.

(5) Comments identifying the MRO's failure of a scheduled PFT during the reporting period that is not currently reflected in the MCTFS or in item 8 (Special Information), block b (PFT). Also, see paragraph 4003.8b(1). NOTE: Remedial PFTs 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.

(6) Comments pertaining to the MRO's drop from, or failure at, a school because of the Marine's unwillingness to try, cavalier attitude, unprofessional conduct, or inability to meet required standards are adverse.

(a) 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.

(b) 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 ideal psychological profile for that duty. 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.

(7) Comments identifying academic failure in an MOS related school once the Marine already has a primary MOS, and academic or leadership failure at a PME course of instruction.

(8) 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 to professional growth on the part of the MRO.

(9) Comments identifying alcohol-related incidents or reportable occurrences of alcohol abuse, including driving under the influence or driving while impaired (see paragraph 3009.2).

(10) Comments identifying the MRO’s failure of alcohol rehabilitation treatment.

(11) Comments in addition to those made in section C or the justification blocks for sections D - H, describing the moral or professional character, performance, or potential of the MRO that reflect:

(a) A failure to accomplish job assignments or meet established standards.

(b) A judgment of his or her inability to cope with increasing MOS and professional responsibilities and assignments.

(c) An inability to increase life skills and progress professionally.

(d) Poor character.

(e) Dereliction of duty.

(f) Lack of restraint.

(g) Indebtedness.

(h) Disreputable morals.

(i) Substantiated discrimination to include sexual harassment.

(j) Conduct unbecoming a Marine leader.

(12) Comments concerning the MRO’s personal or family problems <u>that affect</u> performance or diminish effectiveness to lead. <u>NOTE</u>: Per the provisions of paragraph 4003.8a(4)(b), 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 incident of spousal or family abuse that created this situation is current adverse material for the reporting period.

(13) Comments pertaining to medical issues (physical and/or psychological) <u>that affect</u> the MRO's performance of duties or diminish his or her effectiveness as a leader and <u>reflect a lack of due diligence within the limits of the MRO's duty status</u>. <u>NOTE</u>: The RS should succinctly address the facts; not attempt to medically diagnose or offer a prognosis.

(14) Comments identifying periods of UA or declaration as a deserter.

(15) To further state the MRO has or is <u>correcting any of the problems identified in (l) through (14) above, still does not erase the adversity</u>.

e. <u>Section K, Item 3</u>. A mark of unsatisfactory for the comparative

assessment. The RO needs to amplify a mark of unsatisfactory.

f. Section K Comments. The same definitions of adversity described for sections A and C through I above apply to the RO's comments in this section.

g. Negative words, phrases, and qualifying adverbs

(1) Most adverse reports contain negative words, phrases, or qualifying adverbs that send up a red flag, such as:

- But, however, nevertheless,...
- Does not display . . .
- Minimal, below average,...
- Failed to . . .
- Unqualified to . . .
- Lacks the . . .
- Needs development, supervision, improvement in . . .
- Usually, sometimes, normally, generally . . .
- Recommend for promotion with reservation/hesitation or . . .

(2) Reporting officials should avoid these negative phrases and their implication unless the intent is to render the report adverse.

5002. REPORTING SENIOR ACTION

1. Once the MRO has reviewed the report, the RS must:

a. Ensure the MRO completes item 2 of section J 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 5003.

2. Following completion of item 2 of section J 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 5005).

3. 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 (MMSB-32).

4. If the MRO indicates in item 2 of section J that he or she has attached a statement but subsequently fails to do so within the prescribed time frame (see paragraph 5003.3b), the RS should do the following:

a. Confirm the absence of the statement.

b. Forward the report to the RO and inform him or her of the MRO's failure to attach a statement.

5003. MARINE REPORTED ON ACTION

1. By close of business of the first working day following the day the MRO is provided a copy of the report, the MRO must:

a. Sign and date item 2 of section J of the original report.

b. Indicate in the appropriate block of item 2 of section J a desire to make or not to make a statement.

2. When the MRO indicates there is "no statement to make", the report is assumed accurate as written.

3. When the MRO desires to make a statement, the following guidance applies:

a. Complete the statement using an addendum page (Appendix C) per the instructions in paragraph 4015.

(1) 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.

(2) This is not the forum for surfacing issues more timely and appropriately handled at request mast or through an Article 138 of reference (m), Complaints of Wrongs.

b. The MRO has 5 working days after referral of the report to return the completed statement to the RS.

4. If the RO marks item K-3 “unsatisfactory” or comments in item K-4 introduce new adverse material, the MRO must:

a. By close of business of the first working day following the day the MRO reviews the RO’s comments, sign and date item 6 of section K.

b. Indicate in the appropriate block of item 6 of section K a desire to make or not 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 same guidance as noted in paragraph 5003.3 applies with the exception that the MRO must return the completed statement to the RO vice RS.

5004. REVIEWING OFFICER ACTION

1. In the event the MRO attaches a statement that disagrees with the RS as to matters of fact, the RO must:

a. Take action to resolve inconsistencies and disagreements.

b. 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 first hand observation of the MRO and RS relationship, the RO should employ every reasonable effort to adjudicate the report.

c. Indicate in item 4 of section K or on an addendum page, if necessary, the actions taken and findings of fact.

2. 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.

3. 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.

a. This does not preclude the RO from researching and obtaining such statements and commenting on the findings in resolving the issues of the case.

b. When it is not possible to resolve differences, the RO must state this fact and explain why in his or her comments.

4. 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 refer the report to the MRO.

a. Once the MRO has reviewed the report, the RO must:

(1) Ensure the MRO completes item 6 of section K 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 5003.

b. The RO will provide a copy of the report (not the original) to the MRO to aid in preparation of his or her statement.

c. Transfer of either the MRO or the RO is not a valid reason for failing to show the report to the MRO. If necessary, the RO should mail a copy of the report to the MRO for acknowledgment and return.

d. Following completion of item 6 of section K and the MRO's statement, the RO will deliver the report to the third officer for sighting (see paragraph 5005).

e. 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 sighting to assist in clarifying issues. NOTE: Do not forward these comments to the CMC (MMSB-32).

5. 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 30 days after the end of the reporting period.

a. If the MRO or RS is transferring, reporting officials should make a concerted effort to resolve differences while the principals are still present.

(1) The same applies if the RO is transferring.

(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.

b. Reviewing officers are encouraged to inform, as a courtesy to the Marine, the MRO of their action.

6. In situations when the MRO indicates in item 2 of section J 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:

a. Confirm the absence of the statement.

b. Comment in item 4 of section K (Reviewing Officer Comments) on the fact the MRO indicated in item 2 of section J 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.

c. Continue to process the report per the provisions of this Manual.

5005. THIRD OFFICER ACTION. A third officer must sight all adverse fitness reports per the following guidance.

1. Adverse Officer Reports. A general or flag officer (or the SES equivalent) within that chain of command will sight all adverse officer reports. If the next level above the RO is the Commandant of the Marine Corps, a designated general officer at HQMC will sight the report.

2. 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. Do not, however, sight the report below the operational battalion or squadron commanding officer level.

3. The third officer sighting the report will complete his or her action using an addendum page (Appendix C) per the provisions of paragraph 4015.

a. The third officer must:

(1) Take action to resolve inconsistencies and disagreements when the MRO's attached statement disagrees with the RO as to matters of fact.

(2) 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.

(3) Indicate the actions taken or findings of fact on an addendum page.

b. Since the third officer is in many cases removed from first hand 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.

c. 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 rebut, the third officer may make closing comments, if deemed appropriate.

d. The third officer should forward the completed report to the CMC (MMSB-32) within 30 days after the end of the reporting period.

4. General Officer Reviewing Officers. When the RO is a general or flag officer (or the SES equivalent), third officer action as described above is not required. If the MRO has a rebuttal to the general officer's review comments, the general should comment on that rebuttal for clarification as appropriate.

5006. STATEMENTS AFTER THE FACT

1. 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.

2. 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.

3. The CMC will not make any further provisions to accept a statement after the fact.

5007. ACTION WHEN THE MRO REFUSES TO SIGN THE REPORT

1. If the MRO refuses to sign either item 2 of section J or item 6 of section K, the reporting officials must counsel the MRO on the ramifications of his or her decision. Ensure the MRO understands the following:

a. Acknowledging the report and making a statement is the MRO's opportunity to communicate with the CMC and rebut the report.

b. 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.

c. Per paragraph 5006 above, the MRO cannot submit a statement after the fact.

d. Refusal to sign the report constitutes a violation of a written order and subjects the Marine to punishment under the UCMJ.

2. 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 item 4 of section K respectively. The comment must include a statement that the MRO refuses to sign the report.

5008. APPEALS TO PREVIOUSLY SUBMITTED REPORTS

1. The MRO may appeal any report that he or she believes is incorrect, inaccurate, or in violation of the policies and instructions in this Manual once the report is a matter of official record.

2. The MRO must submit appeals to the Board for Correction of Naval Records, via the Commandant of the Marine Corps (MMER) per reference (t).

3. 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.

5009. INCIDENTS IN PRIOR REPORTING PERIOD

1. Adverse incidents which occurred in a prior reporting period, but which only come to light, or finally resolved in a succeeding period, are to be reported in the reporting period during which the information was made known and resolved. 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, as applicable. As per paragraph 4012.5a, such pending actions requiring resolution are not reportable until finally resolved.

2. 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 (Appendix C) 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 5009.1 by reporting the incident in the next report due on the MRO. The new adverse material needs to be referred to the MRO, any rebuttal reviewed and adjudicated, and the new information third sighted.

CHAPTER 6

SPECIAL INSTRUCTIONS

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CHAPTER 6

SPECIAL INSTRUCTIONS

6001. 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.

6002. WAIVERS OF POLICY

1. All waivers for special situations previously approved will remain in effect unless directly notified otherwise. Commanders should submit requests for new waivers or modification to existing waivers as appropriate.

2. It is incumbent upon all reporting officials and commanders to apply the policies contained herein.

a. Commanders and reporting officials must identify those situations that are unique and require modifications to accomplish the objectives outlined in Chapter 1.

b. After a thorough examination of this Manual, commanders and reporting officials who, based on their particular situation, identify the need for a waiver of any section of this Manual should:

(1) Request the waiver from the CMC (MMSB-30) via their chain of command.

(2) Adhere to the policies in this Manual until they receive approval of the waiver request.

3. Certain cases of geographically isolated units and Marines, wherein 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., MCO P1510.94, SOP for Resident Enlisted PME, and the like, are the authorization for the situational reporting chain.

6003. COMBAT AND OPERATIONAL DEPLOYMENT SITUATIONS. The provisions for submitting fitness reports by units involved in combat or unique operational deployment situations are as follows:

1. Reportinq Chain. Commanding generals may modify reporting chains as necessary when these situations dictate.

2. 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 paragraph 7004.

3. Fitness Report Preparation. Reporting Officials may submit handwritten reports under extremely unusual circumstances such as combat.

a. When all required section A administrative data is not available, the RS can submit partially completed reports.

b. Upon receipt at HQMC, the Performance Evaluation Section (MMSB-30) will take necessary action to ensure the completion of the reports for processing.

c. For such reports, it is critical that at least the names and social security numbers of the MRO, RS, and RO be accurate.

4. Missing or Prisoner of War Status

a. Reporting seniors must submit DC reports upon placement of the MRO in a missing status as a result of being:

(1) Missing in action.

(2) Captured by a hostile force.

(3) Interned or detained by a foreign country against his or her will.

b. The "to" date for the report is the declaration date of the MRO's specific status.

5. Combat Report Criteria

a. To be considered for a combat fitness report, the Marine being reported on (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 and this Headquarters as applicable.

b. 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 paragraph 4012.4a(2), the report must comment on the nature of the combat operation and the MRO’s actions relative to the operation.

c. It is the responsibility of the commanders on the scene to determine when combat fitness reports are justified and monitor submission of the reports. Reporting seniors 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 the following criteria must be met:

(1) The MRO was under fire or;

(2) The MRO returned fire or;

(3) The MRO directly supported those under fire with supporting arms or;

(4) The MRO was in direct service support within the immediate combat area or;

(5) The MRO was in a leadership or staff support role directly coordinating actions in the immediate combat area.

d. Actions meeting the eligibility for the Combat Action Ribbon or Strike/Flight Air Medal makes a combat report a certainty.

6004. ACADEMIC AND TRAINING DUTY

1. 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.

2. 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.

3. When a Marine is attending a formal course of instruction in a TAD status for 90 or more days, the following guidance applies.

a. Per paragraph 3004.6, the RS at the parent command must submit a "to temporary duty" (TD) report when the MRO departs for instruction.

b. Per paragraph 3004.7, 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 FD reports may occur when an MRO finishes one formal course and reports to another school before returning to the parent command.

(1) 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 fully explain the reason in section I. NOTE: Drops or disenrollments for cause are adverse and require the appropriate processing per Chapter 5.

(2) The additional reporting requirements for Marines in a temporary duty status identified in paragraph 3004.7f apply.

4. When a Marine is attending a formal course of instruction in a TAD status for a period of 31 to 89 days, the following guidance applies.

a. Per paragraph 3004.6, the RS at the parent command must submit a "to temporary" (TD) report when the MRO departs for instruction.

b. Per paragraph 3004.7, 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 FD reports may occur when an MRO finishes one formal course and reports to another school before returning to the parent command.

(1) The RS may submit a not observed report. NOTE: This is an exception to the provisions of paragraph 3005.1.

(2) 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 fully explain the reason in section I. NOTE: Drops or disenrollments for cause are adverse and require the appropriate processing per Chapter 5.

(3) The additional reporting requirements for Marines in a temporary duty status identified in paragraph 3004.7f apply.

5. When a Marine is attending a formal course of instruction in a TAD status for 30 or less days, the following guidance applies.

a. No fitness report is required.

b. 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.

6. Per paragraph 4003.3c, the RS must enter the one-letter code “A” in item 3c (Type Duty) of section A for all Marines performing academic or training duty as students.

7. Submit an RT report per paragraph 3004.13 for SMCR or IRR members attending school or a formal course of instruction lasting 30 days or less.

8. Submit fully observed reports to the extent possible. Observed reports are particularly crucial for company grade officers in a training status needing minimum observed time for consideration for augmentation.

a. Section B must reflect the nature of the program of instruction.

b. Section C must include course completion, class standings, etc.

c. Reporting seniors must evaluate the MRO in as many of the attributes in section D - G as possible.

d. Reporting seniors should complete section I, making directed and additional comments as appropriate.

e. Reviewing officers must complete section K; however, completion of items 3 (Comparative Assessment) and 4 (Reviewing Officer Comments) are optional on reports for MROs undergoing entry level training at TBS and initial MOS qualifying schools.

9. When the MRO is at a non-Marine command or instruction, paragraph 6008.4 may apply.

6005. FITNESS REPORTS FOR DEFENSE COUNSEL OR MILITARY JUDGES

1. Defense Counsel. The Legal Admin Manual, reference (s), defines the reporting chain and policies for judge advocates assigned duties as defense counsel. The MRO may receive a simultaneous report (see paragraph 2010.3) from the local command, only for performance of nondefense counsel responsibilities provided the MRO performs additional significant duties and responsibilities for that command.

2. 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 Manual and instructions provided by 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.

3. 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.

a. Reporting officials must not base their evaluation on a judge's judicial opinions, rulings, or the results thereof.

b. 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 nonjudicial contributions to the service or local community.

6006. REMEDIAL PROMOTION. For cases concerning the remedial promotion of a corporal to sergeant that include a backdated date of rank, the RS must submit a "not observed" (DC) report.

1. The "from" date for the report is the MRO's backdated date of rank.

2. The "to" date for the report is the date of the MRO's actual promotion.

3. The RS must include a directed comment in section I stating the MRO's promotion date and date of rank. Example: A corporal is promoted to sergeant on 2 June 1999 and given a DOR of 1 October 1998. Section I should state "Remedially Promoted 19990602, DOR 19981001".

4. Remedial promotion to staff sergeant and above requires a GC report, and per paragraph 3004.1a, the ending date of the report is the actual day the promotion is conferred, not the DOR for pay or lineal purposes. For clarity, section I should state the circumstances.

6007. SET ASIDE/DISAPPROVED GRADE REDUCTIONS. If a grade reduction is remitted:

1. The RS who submitted the GC report must resubmit the report as a DC report that excludes any reference to the NJP or court-martial.

a. If any findings of guilt or punishment remain in effect, the RS must reference them in section I of the DC report.

b. 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:

(1) Ensure the MRO signs item 2 of section J (Certification by the MRO when the Report is Adverse).

(2) Ensure compliance with the provisions of Chapter 5 of this Manual.

2. The RS must submit the DC report under a separate cover letter that documents the appellate action and identifies the reinstated date of rank.

6008. REPORTING OFFICIALS FOR MARINES SERVING EXTERNAL TO MARINE CORPS

1. Reporting Officials. Reporting officials for Marines serving external to the Marine Corps must adhere to the provisions of this Manual and, to the extent possible, understand and consider Marine Corps values when completing a fitness report.

a. Either the Reporting Senior or Reviewing Officer is a Marine. If a Marine normally functions as either the RS or RO according to the standard reporting chain defined in paragraph 2002, process the report per the guidance of this Manual. The RO must forward the completed report to the CMC (MMSB-32) per the provisions of Chapter 7.

b. Neither the Reporting Senior nor Reviewing Officer 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:

(1) Reporting officials should seek the assistance, if available, of the senior Marine officer representative in the command or agency in preparing the report.

(2) Following preparation and review, the RO must forward the report to the senior Marine officer representative if one is available.

(3) The senior Marine officer representative must review the report for administrative and procedural correctness and forward the report to the CMC (MMSB-32) per the provisions of Chapter 7.

(4) For reports on the senior Marine officer representative in the command, staff, or agency, the RO must forward the completed report to the Marine Corps agency that sponsors the billet.

(a) The sponsoring agency will administratively review the report and forward it to the CMC (MMSB-32).

(b) Ensure reports arrive at the HQMC agency in sufficient time to allow forwarding of the report to the CMC (MMSB-32) no later than 30 days after the end of the reporting period.

(5) If the RO (as defined in paragraph 2004) is not in the general proximity of, or because of organizational structure would be unfamiliar with the MRO, the RS, with the approval of the RO of record will:

(a) Request the senior Marine officer representative, if available, function as the RO of record (provided he or she is the same grade or senior to the RS).

(b) If a senior Marine officer representative is not available, forward the report for formal review to the Marine Corps agency that sponsors the billet.

(c) Forward the report with an addendum page that states that review is not feasible in the field and requests that the sponsoring agency review the report (see paragraph 4015).

(d) Following review, the sponsoring agency will forward the report to the CMC (MMSB-32).

c. Marine Corps agencies 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.

2. Senior Marine Representative

a. The senior Marine officer representative of the command, staff, or agency will assist reporting officials by:

(1) Providing non-Marine RSs or ROs guidance and education on the policies of this Manual.

(2) Reviewing reports for administrative and procedural correctness.

b. After reviewing the report, the senior Marine officer representative must attach an addendum page to the report per paragraph 4015, marking item 3d indicating he or she administratively reviewed the report.

c. If significant professional contact allows for meaningful assessment of the MRO, the senior Marine officer representative may comment on his 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 senior Marine's comments add adverse material they must be referred to the MRO for acknowledgment and the opportunity to make a statement per Chapter 5.

d. The senior Marine representative must function as the RO of record when requested to do so by the RS per paragraph 6008.1b(5)(a) above, because the RO (as defined in paragraph 2004) is not in the general proximity of, or because of organizational structure, would be unfamiliar with the MRO. Grade requirements per paragraph 2010.4 apply.

3. Marine Reported On

a. Provide the RS with a completed section A and billet accomplishments as appropriate.

b. Assist the RS or RO in obtaining a copy of, and interpreting policy in, this Manual.

4. Special Requirements of 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:

a. When a fitness report is due, the MRO's administrative support unit will prepare section A of the USMC Fitness Report, NAVMC 10835A-E (Rev. 1-99(EF)). The unit will:

(1) Mark item 5 (Special Case) of section A "not observed".

(2) Complete section B of the report per paragraph 4004.

(3) Comment in section I as follows: "Attachment is the unique performance evaluation form required by this (command/institution)."

b. 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.

(1) When accomplished, the MRO must have the RS sign item 1 of section J and have RO sign item 5 of section K. The RO should not complete items 1-4 of section K.

(2) Mail the fitness report with the attached service/agency unique form to the CMC (MMSB-32) per Chapter 7.

c. Reporting officials for Marines assigned to other service commands, agencies or institutions as permanent personnel; i.e., instructors, liaison duty, staff members, and the like, must evaluate the MRO using the USMC Fitness Report form per the provisions of this Manual.

CHAPTER 7

HANDLING AND SUBMISSION OF COMPLETED REPORTS

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CHAPTER 7

HANDLING AND SUBMISSION OF COMPLETED REPORTS

7001. GENERAL INFORMATION

1. Per paragraph 4001.2 reporting officials must safeguard the sensitivity and privacy of fitness report information.

a. Each command and reporting official must establish and enforce procedures to ensure the treatment of completed fitness reports as privileged information.

b. Limit access of completed reports to persons requiring knowledge of such reports.

2. Timely submission of fitness reports is critical. Reporting officials must ensure the CMC (MMSB-32) receives completed reports within 30 days of the end of the reporting period.

3. Per paragraph 2011 reporting officials should maintain a personal copy or sufficient personal notes for at least 5 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.

7002. ATTACHMENTS TO REPORTS

1. The only attachment allowed to a fitness report is the addendum page (Appendix C). NOTE: The only exception is for other service or agency unique evaluation forms per paragraph 6008.4.

2. Submit all other material (commendatory, derogatory, or administrative) appropriate for inclusion in the Marine's OMPF via separate cover letter to the CMC (MMSB-20), per reference (j) (IRAM) and this Order.

7003. CLASSIFIED REPORTS

1. Classified fitness reports are not authorized. Because of the dynamic environment surrounding Marines filling billets involving classified duties, and because of the diverse circumstances and nature of those duties, personnel involved in the daily receipt, processing and review of fitness reports do not have a need to know the most current sensitive situations.

2. Paragraph 4016 provides guidance for preparation of reports for Marines serving in billets with classified duties.

7004. MODIFICATIONS TO SUBMISSION DEADLINES FOR COMBAT AND OPERATIONAL DEPLOYMENT SITUATIONS

1. 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, commanding generals may grant extensions up to 60 days to reporting officials. NOTE: The extension is for the submission period, not the ending date of the report.

a. These extensions are for specific situations only and do not constitute a continuing authorization.

b. 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.

2. 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 (MMSB-30).

a. Reporting officials must proactively request the waiver from the CMC (MMSB-30) via their chain of command.

b. When granted an extension, the RO must note the approval of the extension in section K indicating the CMC's (MMSB-30) waiver approval for the submission deadline.

3. Failure to indicate either CG or CMC waiver authority would result in the report being processed and recorded as a late report.

7005. SUBMISSION OF COMPLETED REPORTS. Submit completed reports as follows:

1. Reviewing officers at the battalion or squadron level (if other than the battalion or squadron commander) will forward the report via the unit's command element.

2. Expedite reports for Marines who are in zone for consideration for promotion or are eligible for consideration before the Officer Retention Board (ORB) or other selection boards.

3. Submit reports for Marines serving external to the Marine Corps per the special instructions contained in paragraph 6008.

4. Submit reports electronically per the provisions of Appendix F.

5. Alternatively, submit reports in paper format as follows:

a. Fitness report forms are designed for use with optical character recognition equipment. Reporting officials and commanders must ensure all personnel handle and process reports with care.

(1) Do not staple, fold, or damage reports.

(2) Package the reports to protect against damage and folding during mailing.

b. Mail the completed report to the Commandant of the Marine Corps (MMSB-32), Headquarters, U.S. Marine Corps, 2008 Elliot Road, Quantico, VA 22134-5030.

7006. ACCESS TO COMPLETED REPORTS

1. Paragraph 2800 reference (b) provides authorization for individual Marines to access and review their fitness report records on file at HQMC.

2. The CMC (MMSB) provides feedback on continuity of reports, completeness of

records, and performance by mailing all MROs a copy of their Master Brief Sheets (MBSs) and OMPFs upon request. Date gap notifications by grade are sent to MCCs, annually, prior to all enlisted and officer promotion selection boards convening dates.

3. Individuals can request a copy of their MBS and/or OMPF using the form at Appendix H, or via email request to organizational mailbox mmsbompf@manpower.usmc.mil.

PERFORMANCE EVALUATION SYSTEM

CHAPTER 8

HEADQUARTERS MARINE CORPS FUNCTIONS

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CHAPTER 8

HEADQUARTERS MARINE CORPS FUNCTIONS

8001. GENERAL INFORMATION

1. The Performance Evaluation Section (MMSB-30) of the Personnel Management Support Branch (MMSB), HQMC implements the 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.

2. Individuals can access information concerning the PES and other MMSB functions via MMSB's website at https://www.mmsb.usmc.mil.

8002. RESPONSIBILITIES

1. Policy and Research. Responsibilities include ensuring the PES remains focused on values and standards of the Marine Corps and that the system functions effectively, providing guidance and interpretation to the field, and HQMC as applicable. Specific tasks:

a. Supervise adherence to PES policy, to include identification of those reporting officials in noncompliance.

b. Supervise the PES education program for the Marine Corps.

c. Receive, review, staff, and recommend disposition of necessary corrections to fitness report records.

d. Prepare advisory comments on petitions to the Performance Evaluation Review Board (PERB) and Board for Correction of Naval Records (BCNR) regarding PES policy.

e. Respond to requests for waivers of established PES policy.

f. Provide liaison with other branches of the military regarding performance evaluation matters.

g. Conduct research, evaluate performance evaluation trends, and recommend policy changes as appropriate.

h. Provide personnel to act as inspectors addressing PES matters for the IG USMC.

2. Fitness Report Processing. Responsibilities include ensuring fitness reports are administratively and procedurally correct, and processing the reports into the automated system per the provisions of this Manual. Specific tasks:

a. Ensure reports are administratively correct.

b. Audit fitness reports for adherence to policy.

c. Enter fitness reports into the data base and ensure their accuracy.

d. Reconstruct those reports which are missing from the OMPF.

e. Prepare the correspondence necessary for follow-up action to correct erroneous reports.

3. Fitness Report Accountability. Responsibilities include helping Marines ensure their fitness report records are complete and current, and preparing correspondence as necessary to obtain any missing reports. Specific tasks:

a. Supervise policies regarding accountability of required fitness reports and audits of fitness report records.

b. Provide upon their request notification to reporting units concerning date gaps for all Marines.

4. Corrections. Responsibilities include correcting all identified errors on fitness reports prior to processing the report or upon identification of errors in existing performance evaluation records per paragraph 8007. Specific tasks:

a. Correcting administrative errors at this Headquarters, if possible.

b. Returning reports to the field for correction.

(1) The Performance Evaluation Section will return these reports to RO for distribution.

(2) All returned reports will include a notation sheet with an explanation of why the report is being returned.

8003. ORGANIZATION. To accomplish its mission, the Performance Evaluation Section is organized into the primary functional units of Policy and Research, Fitness Report Processing, and Reserve Matters. The descriptions of these units in the following paragraphs provide reporting officials and evaluated Marines a better understanding of available support.

1. Policy and Research Unit (MMSB-31). The Policy and Research Unit (MMSB-31) is responsible for fitness report policy, research, correction, and accountability for all active duty personnel. Commanders who have inquiries or who are assisting their Marines with performance record problems, should direct their correspondence to the CMC (MMSB-31).

2. Fitness Report Processing Unit (MMSB-32). The Fitness Report Processing Unit (MMSB-32) is responsible for initial screening and processing of all fitness reports into the automated system, forwarding correct reports to the CMC (MMSB-20) for inclusion in the OMPF, and providing liaison for MMSB board support.

3. Reserve Matters Unit (MMSB-34). The Reserve Matters Unit (MMSB-34) specifically monitors Reserve Component issues and manages fitness report matters that are unique to Reserve organizations and functions.

a. Reserve commanders who have inquiries or who are assisting their Marines with performance evaluation issues, should direct their correspondence to the CMC (MMSB-34).

b. Members of the IRR should correspond directly to the CMC (MMSB-34).

8004. EDUCATION. The keys to preserving and improving the quality of

performance evaluations are 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:

1. Performance Evaluation System Manual. Commanders will ensure that RSs, ROs and senior enlisted advisors have access to, and understand, all current PES directives.

2. Formal Schools. All officer and enlisted professional military education courses of instruction, taught through the Marine Corps Combat Development Command, will contain instruction devoted to the PES.

3. Unit Training. Commanders will ensure that all MROs and reporting officials are knowledgeable of applicable provisions of the PES.

8005. 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:

1. Header Data. Provides service information extracted directly from the MCTFS (see Appendix J).

2. 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 K).

8006. OFFICIAL MILITARY PERSONNEL FILE (OMPF). The OMPF contains a Marine's complete military history from the day of entry into the Marine Corps through the present. The IRAM, reference (j), contains a listing of material appropriate for insertion in the OMPF. The Records Management Section (MMSB-20) maintains the OMPF. The OMPF consists of the following distinct informational areas:

1. S-Folder (Service Information). Contains service computation and other pertinent administrative information.

a. 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.

b. 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.

2. C-Folder (Commendatory/Derogatory Information). Contains commendatory and derogatory information and documents such as meritorious masts, medals and awards, courts-martial/nonjudicial punishment, and other material reflecting favorably or adversely on a Marine.

3. P-Folder (Performance Data). Contains all fitness reports and addendum pages written on a Marine.

4. 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.

5. H-Folder (Health/Dental Data). Contains basic health and dental documents maintained by the field command at the time of discharge, retirement, or death and all additional documents of medical and dental treatment maintained in the field health and dental records. NOTE: Normally, only the OMPFs of those Marines with prior Marine Corps or Marine Corps Reserve service will contain the F- and H- folder.

8007. CORRECTION OF FITNESS REPORT RECORDS. The CMC has the authority under the provisions of reference (b), paragraph 2800.8, 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:

1. Administrative Corrections. The CMC (MMSB-30) has the authority to correct section A information and statements of fact in sections B, C, I, and K, that are devoid of opinion and interpretive comment.

a. The CMC (MMSB-30) will not correct:

(1) Gaps or overlaps in the reporting period (section A, item 3b) covering 30 days or less.

(2) 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.

(3) Section A, item 8c (Special Information: "Status").

b. Submit requests for administrative corrections as follows:

(1) The MRO must submit the request via one of the reporting officials identified on the original report (preferably the RS). Sample request letter at Appendix P.

(2) 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 change does not apply to section K.

(3) Forward the endorsed correspondence to the CMC (MMSB-31) for Active Component Marines, or (MMSB-34) for Reserve Component Marines.

c. Anticipate at least 60 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.

2. Substantive Corrections. All other corrections are inherently judgmental to include supposed errors in attribute markings and section K-3, Comparative Assessment markings. The Commandant of the Marine Corps, acting through the Performance Evaluation Review Board (PERB), and the Secretary of the Navy, acting through the Board for Correction of Naval Records (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. Such

requests are under the purview of the BCNR. NOTE: See reference (t), for guidance in preparation and submission of appeals.

3. 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.

a. To make such a request, the RS or RO must:

(1) 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.

(2) Limit requests solely to factual matters, with the documentary evidence as appropriate, indicating the previously missing information.

b. Requests from the RS must have the endorsement of the RO of record. The CMC (MMSB-31) or (MMSB-34) will return all requests without endorsements.

c. Send requests to the CMC (MMSB-31) or (MMSB-34) as appropriate, for decision on the merits of each case.

d. 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, i.e. transferred, request assistance from this Headquarters.

e. Supplemental comments will not serve to change evaluative markings in sections D - H or the RO's comparative assessment (item 3) in section K.

8008. FEEDBACK TO MARINE REPORTED ON. To ensure Marines receive feedback on their performance evaluation records on file at HQMC and to assist their audit and correction of individual records per the provisions of the Fitness Report Audit Program (FRAP) outlined in Chapter 9, MMSB will:

1. Upon request from the MRO, provide copies of his or her MBS and/or OMPF.

2. Continuously update the PES database.

8009. MISSING FITNESS REPORTS. Ensuring each sergeant and above has a complete fitness report record on file at HQMC is a shared responsibility.

1. Commanding officers, senior enlisted advisors, and reporting officials must assist Marines in correcting incomplete fitness report records.

2. 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.

3. Date gaps or overlaps of 30 days or less are not significant and do not require correction.

8010. LATE FITNESS REPORTS. Fitness reports are due to the CMC (MMSB-32) 30

days after the end of the reporting period. Although late submission is unacceptable, it does not render a fitness report invalid.

1. Paragraph 7004 addresses exceptions to the submission deadline policy.

2. The CMC (MMSB-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.

3. The CMC (MMSB-30) will periodically provide written notification to commanding generals identifying reporting officials who are habitually late in submitting fitness reports to HQMC. Appendix N addresses HQMC actions concerning these reporting officials.

8011. INFLATED/INACCURATE/PROCEDURALLY INCORRECT/GAMED FITNESS REPORTS. 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. Appendix N addresses HQMC actions concerning reporting officials identified for undesirable trends concerning the submission of inflated, inaccurate, procedurally incorrect, or gamed fitness reports.

8012. REPORTING SENIOR PROFILE. The Reporting Senior Profile (Appendix G) outlines the grading history of an RS. The information represented on the profile gives relative value to every report written by that RS. It is a key tool for use in accomplishing the objectives of the PES.

1. Intent of the RS Profile. The RS profile:

a. Represents information which provides relevance to reports written by the RS.

b. Aids in maintaining the integrity of the PES by providing a means to gauge how well the RS is performing his or her responsibilities of submitting accurate, uninflated, and timely evaluations by:

(1) Freeing the RS from concern about how other RSs are evaluating Marines of similar grades (see paragraphs 8012.2 and 8012.3).

(2) Providing feedback to RSs as a tool for scrutinizing their own rating histories.

c. Highlights the RS's adherence to the requirement for timely submission of reports.

2. Reporting Senior Profile Dynamics

a. The RS profile is a dynamic tool which develops over time.

b. The profile is a snapshot of the RS's rating history. The relative value of each report is based on how the report compares to the RS's rating history for a given grade.

c. The profile reflects all reports written by the RS for each grade excluding academic, end of service, and not observed reports.

d. Because the RS profile is a snapshot of the RS's rating history, RSs must understand the significance of the need for their rating philosophy to

remain consistent throughout their career.

e. Reporting seniors must accurately and fairly assess the performance of their subordinates; RSs who fail to do so will unwittingly and unfairly discriminate against either earlier reports or subsequent reports.

(1) Reporting seniors who consistently mark all their Marines the same, do their Marines a disservice 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.

(2) Reporting seniors who attempt to change their rating philosophy may either positively or negatively affect the relative value of reports for MROs they previously rated.

(a) When the RS changes his or her grading philosophy and grades higher, he or she diminishes the value of all preceding reports ever written.

(b) When the RS changes his or her grading philosophy and grades lower, he or she increases the value of all preceding reports and will discriminate against currently rated MRO's and provide more weight to prior reports.

f. The profile reflects the number of reports submitted late by the RS. While reports are due to the CMC (MMSB-32) within 30 days of the end of the reporting period, the profile will highlight only those reports received after 60 days from the end of the reporting period.

g. The importance of RSs monitoring their profile cannot be over stressed. RS profiles will not be reset.

3. Relative Value of a Report

a. The relative value of a report allows individuals making personnel management decisions to weigh the merit of that report in relation to the RS's rating history or "profile" for all other Marines of the same grade reported on by the RS.

b. The relative value of a report reflects how the average of observed attributes on an individual report compares to both the RS's average of observed attributes for all reports written by the RS on Marines of the same grade and the highest value of observed attributes on any report written by the RS on a Marine of the same grade as the MRO (see Appendix G for a more detailed explanation).

c. The report summary of the fitness report listing portion of the MBS displays the relative value of a report (see Appendix K).

4. Administration

a. The CMC (MMSB) will maintain a data base of all fitness report averages and other statistical data for each grade that the RS has ever written on. This Headquarters will use the data base to generate the profile and for conducting analysis on reporting trends.

b. The CMC (MMSB) will generate an RS profile with the RS's MBS.

c. Per the provisions of Appendix N, the CMC (MMSB-30) will identify and contact RSs whose profile indicates noncompliance with the objectives of the

PES.

d. Reporting seniors and reviewing officers can view their profiles on-line via Marine OnLine (MOL) (Go to the 'Resources' tab, then choose OMPF on-line) or may request a copy of their profile using the request form at Appendix H or e-mail request to smb.manpower.usmc.mil.

e. Similarly, these provisions apply to the Reviewing Officer Profile addressed in paragraph E of Appendix G.

8013. FACSIMILE (FAX) POLICY

1. Facsimile copies of fitness reports are only acceptable for placement in official records in accordance with the provisions addressed below.

2. The CMC (MMSB-30) will accept FAX copies of missing fitness reports deemed critical to promotion, selection, and retention decisions per the following guidelines:

a. Facsimile fitness reports will only be accepted when directed or upon prior coordination with CMC (MMSB-30) on a case-by-case basis for urgent submissions concerning board and reenlistment eligible Marines or in response to discrepancy notices from promotion and selection boards.

b. The FAX document must be a completed report to include all reporting officials' certifications as applicable.

c. The FAX document must be clear and legible.

3. The CMC (MMSB-30) will not accept facsimile fitness reports for any other purpose.

4. The CMC (MMSB-30) will accept requests for administrative corrections per paragraph 8007 received via FAX or e-mail.

5. The CMC (MMSB-30) will not accept facsimile requests for corrections to items 8a (QUAL) and 8b (PFT), of item 8 (Special Information) of section A. These items reflect performance and may have adverse implications; requests for these corrections require original signatures.

6. The CMC (MMSB) will process requests for MBSs, OMPFs, and RS and RO Profiles received via FAX or e-mail and mail the requested performance records to the Marine at either his or her unit or home address as verified by the MCTFS or as provided by the individual. NOTE: Reporting officials and MROs may only request their own personal records.

PERFORMANCE EVALUATION SYSTEM

CHAPTER 9

FITNESS REPORT AUDIT PROGRAM (FRAP)

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CHAPTER 9

FITNESS REPORT AUDIT PROGRAM (FRAP)

9001. GENERAL INFORMATION

1. 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.

2. The pillars of the FRAP are:

a. Being proactive prior to the MRO's eligibility for reenlistment or a promotion selection board.

b. Identifying date gaps as defined in Appendix M.

c. Periodic requests for, and audits of, performance records by the MRO.

d. Providing information concerning the action required for correcting records or recovering missing reports to the MRO.

3. The appeals process addressed in reference (t), Performance Evaluation Appeals, is not a substitute for initiating corrections addressed in this chapter.

9002. AUDIT AND CORRECTION

1. The MRO, supported by his or her reporting officials and/or command as applicable, initiates the process.

2. The MRO's reporting unit or the CMC (MM) will make corrections or updates via the MCTFS for MBS header data as appropriate.

3. The CMC (MMSB) will make corrections to the MBS fitness report listing and OMPF as required.

4. The keys to an effective program are proactive and timely action.

a. 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 administering and processing, thus magnifying the difficulty of locating and contacting reporting officials, and increasing the potential for inaccurate recall of past performance.

b. Marines should anticipate 60 days from time of request to expected completed action.

5. Chapter 3 addresses fitness report submission requirements. Paragraph 8007.1 provides information concerning administrative corrections while paragraph 8007.2 addresses substantive corrections.

6. Reference (j) provides information on the contents of the OMPF maintained for every Marine by HQMC.

a. The IRAM addresses procedures for:

(1) Sending authorized documents, other than fitness reports, to HQMC for inclusion in the OMPF.

(2) Auditing and initiating corrections to the OMPF.

b. 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 SSN.

7. Appendix I contains procedures for the audit and correction of the MBS, and correcting date gaps caused by missing fitness reports. Marines may view the contents of their OMPF on-line by using Marine OnLine (MOL), clicking the 'Resources' tab then the OMPF on-line link.

9003. RECORDS AVAILABILITY

1. If access to OMPF on-line or the Internet is not available, the Personnel Management Support Branch will mail Marines a copy of their MBS upon request. Master Brief Sheets for all active duty Marines will be sent to their military addresses unless Marine requests otherwise. Master Brief Sheets for Marines not on active duty will be sent to their home addresses. NOTE: Accurate and up-to-date information in the MCTFS is essential to ensure receipt of the MBS.

2. Mail or FAX orders for MBSs and/or OMPFs must be forwarded to CMC (MMSB-10). Marines should use the request form (Appendix H) for ordering their performance records. NOTE: The MRO needs only to make a copy of the form, fill in the blanks, sign it, and mail it.

3. Marines should review their OMPFs at least once every year for accuracy.

4. 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 order and audit his or her OMPF and MBS at least 12 months in advance of the board convening date or the program submission deadline.

9004. REQUIREMENTS OF THE PRIVACY ACT OF 1974. All personnel involved in the PES process will strictly follow the requirements of the Privacy Act of 1974.

1. The CMC (MMSB) will provide performance records to the individual Marine via the MMSB customer service window (MRO must present military ID) or as personal mail in a sealed envelope, per U.S. Postal Service Regulations.

2. 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.

9005. ACTION

1. 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:

a. The parent command for Active Component and SMCR Marines will assist

these individuals in auditing and correcting their performance records.

b. The CG MOBCOM will assist IRR members in auditing and correcting their performance records.

c. The operational sponsors for members of Mobilization Training Units (MTUs) and Individual Mobilization Augmentees (IMAs) are responsible for assisting these Marines.

d. Should those efforts fail, the CMC (MMSB) will intervene when requested.

2. Marines Reported On (MROs)

a. Audit their Basic Individual Records (BIRs) and Basic Training Records (BTRs) data during all join and annual audits.

b. View OMPF on-line.

c. Direct requests for assistance to commanding officers and their senior enlisted advisors as appropriate.

d. NOTE: The appeals process addressed in MCO 1610.11, Performance Evaluation Appeals, is not a substitute for initiating corrections addressed in this chapter.

3. Commanding Officers

a. Educate individual Marines and reporting officials on the contents of this Manual, and reinforce the ideas that every Marine has a duty and a responsibility to periodically review their MBSs and OMPFs.

b. Correct header data on the MBS as required. See Appendix J for correcting authority and applicable references.

c. Review the MMSB website for fitness reports processed and received at HQMC, as part of all MROs' join and annual audits.

d. Request assistance from the HQMC World Wide Locator (MMSB-17) to locate by name Marine reporting officials, phone number DSN 278-0514 or commercial (703) 432-0514 or toll free 1-800-268-3710.

e. Ensure requests for administrative corrections to a fitness report have an endorsement from one of the reporting officials on the original report per paragraph 8007.1. Correspond with the CMC (MMSB-31) or (MMSB-34), via the reporting official, for administrative correction of fitness reports as defined in paragraph 8007.1. See Appendix P for sample request letter.

f. If reporting officials do not respond within 30 days, request assistance from the CMC (MMSB-31) or (MMSB-34). See Appendix I, paragraph B.2.e.

g. After exhausting all means to locate the reporting senior for a missing report, request assistance from the CMC (MMSB-31) or (MMSB-34). See Appendix I, paragraph B.2.f.

4. Reporting Officials

a. Respond within 30 days to command requests for missing reports.

Return the completed report to the requesting command for their additional action, vice returning it to the CMC (MMSB-30).

b. Endorse, as appropriate, requests for administrative corrections and forward them to the CMC (MMSB-31) or (MMSB-34).

5. HQMC. This Headquarters will:

a. Assist in retrieving missing fitness reports when reporting seniors do not respond to command correspondence and the command has requested assistance.

b. Insert explanatory documentation, as applicable, in the MRO's and reporting official's performance records if measures to retrieve a missing fitness report have failed.

PERFORMANCE EVALUATION SYSTEM

APPENDIX A

ANNUAL FITNESS REPORT SCHEDULE (AN AND AR REPORTS)

GRADE OF	REPORTING PERIOD ENDS LAST DAY OF ACTIVE COMPONENT	REPORTING PERIOD ENDS LAST DAY OF RESERVE COMPONENT	REPORTING PERIODS ENDS LAST DAY OF ACTIVE RESERVE
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 for Marines should arrive at HQMC no later than 30 days after the reporting period to ensure proper processing into official records to facilitate selection board and personnel management decisions.

2. Reserve members who are considered for promotion by an Active Component selection board will receive AN reports while those who are considered by a Reserve Component selection board (to include Active Reserve Marines) will receive AR reports.

3. Reports on Active Component 2nd and 1st lieutenants are semiannual (SA) vice annual (AN).

PERFORMANCE EVALUATION SYSTEM

APPENDIX B

USMC FITNESS REPORT

USMC FITNESS REPORT (1610)
NAVMC 10835A (Rev. 1-99 (EF))
PREVIOUS EDITIONS WILL NOT BE USED
SN: 0109-LF-069-0600

DO NOT STAPLE THIS FORM

COMMANDANT'S GUIDANCE

The completed fitness report is the most important information component in manpower management. It is the primary means of evaluating a Marine's performance and is the Commandant's primary tool for the selection of personnel for promotion, augmentation, 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 giving 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. Reviewing Officers will not concur with inflated reports.

A. ADMINISTRATIVE INFORMATION

1. Marine Reported On:
a. Last Name | b. First Name | c. MI | d. SSN | e. Grade | f. DOR | g. PMOS | h. BILMOS

2. Organization:
a. MCC | b. RUC | c. Unit Description

3. Occasion and Period Covered:
a. OCC | b. From | To | c. Type

4. Duty Assignment (descriptive title):

5. Special
a. Adverse ☐ b. Not Observed ☐ c. Extended ☐

6. Marine Subject Of:
a. Commendatory Material ☐ b. Derogatory Material ☐ c. Disciplinary Action ☐

7. Recommended For Promotion:
a. Yes ☐ b. No ☐ c. N/A ☐

8. Special Information:

a. QUAL		d. HT(in.)		g. Reserve Component	
b. PFT		e. WT		h. Future Use	
c. Status		f. Body Fat		i. Future Use	

9. Duty Preference:

	a. Code	b. Descriptive Title
1st		
2nd		
3rd		

10. Reporting Senior:
a. Last Name | b. Init | c. Service | d. SSN | e. Grade | f. Duty Assignment

11. Reviewing Officer:
a. Last Name | b. Init | c. Service | d. SSN | e. Grade | f. Duty Assignment

B. BILLET DESCRIPTION

C. BILLET ACCOMPLISHMENTS

1. Marine Reported On:

a. Last Name	b. First Name	c. MI	d. SSN	2. Occasion and Period Covered: a. OCC	b. From	To

D. MISSION ACCOMPLISHMENT

1. PERFORMANCE. 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.

ADV							N/O
	Meets requirements of billet and additional duties. Aptitude, commitment, and competence meet expectations. Results maintain status quo.	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.	Results far surpass expectations. Recognizes and exploits new resources; creates opportunities. Emulated; sought after as an expert with influence beyond unit. Impact significant; innovative approaches to problems produce significant gains in quality and				

A	B	C	D	E	F	G	H
☐	☐	☐	☐	☐	☐	☐	☐

2. PROFICIENCY. 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.

ADV							N/O
	Competent. Possesses the requisite range of skills and knowledge commensurate with grade and experience. Understands and articulates basic functions related to mission	Demonstrates mastery of all required skills. Expertise, education and experience consistently enhance mission accomplishment. Innovative troubleshooter and problem solver. Effectively imparts skills to subordinates.	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				

A	B	C	D	E	F	G	H
☐	☐	☐	☐	☐	☐	☐	☐

JUSTIFICATION:

E. INDIVIDUAL CHARACTER

1. COURAGE. Moral or 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.

ADV							N/O
	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.	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.	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.				

A	B	C	D	E	F	G	H
☐	☐	☐	☐	☐	☐	☐	☐

2. EFFECTIVENESS UNDER STRESS. 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.

ADV							N/O
	Exhibits discipline and stability under pressure. Judgment and effective problem-solving skills are evident.	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.	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.				

A	B	C	D	E	F	G	H
☐	☐	☐	☐	☐	☐	☐	☐

3. INITIATIVE. 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.

ADV							N/O
	Demonstrates willingness to take action in the absence of specific direction. Acts commensurate with grade, training and experience.	Self-motivated and action-oriented. Foresight and energy consistently transform opportunity into action. Develops and pursues creative, innovative solutions. Acts without prompting. Self-starter.	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.				

A	B	C	D	E	F	G	H
☐	☐	☐	☐	☐	☐	☐	☐

JUSTIFICATION:

1. Marine Reported On:

a. Last Name	b. First Name	c. MI	d. SSN

2. Occasion and Period Covered:

a. OCC	b. From	To

F. LEADERSHIP

1. LEADING SUBORDINATES. 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.

ADV	Engaged; provides instructions and directs execution. Seeks to accomplish mission in ways that sustain motivation and morale. Actions contribute to unit effectiveness.		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.		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.		N/O

A ☐ B ☐ C ☐ D ☐ E ☐ F ☐ G ☐ H ☐

2. DEVELOPING SUBORDINATES. 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.

ADV	Maintains an environment that allows personal and professional development. Ensures subordinates participate in all mandated development programs.		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.		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.		N/O

A ☐ B ☐ C ☐ D ☐ E ☐ F ☐ G ☐ H ☐

3. SETTING THE EXAMPLE. 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.

ADV	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.		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		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.		N/

A ☐ B ☐ C ☐ D ☐ E ☐ F ☐ G ☐ H ☐

4. ENSURING WELL-BEING OF SUBORDINATES. 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.

ADV	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.		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.		Noticeably enhances subordinates' 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.		N/O

A ☐ B ☐ C ☐ D ☐ E ☐ F ☐ G ☐ H ☐

5. COMMUNICATION SKILLS. 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.

ADV	Skilled in receiving and conveying information. Communicates effectively in performance of duties.		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.		Highly developed facility in verbal communication. Adept in composing written documents of the highest quality. Combines presence and verbal skills which 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.		N/O

A ☐ B ☐ C ☐ D ☐ E ☐ F ☐ G ☐ H ☐

JUSTIFICATION:

1. Marine Reported On:
a. Last Name | b. First Name | c. MI | d. SSN

2. Occasion and Period Covered:
a. OCC | b. From | To

G. INTELLECT AND WISDOM

1. PROFESSIONAL MILITARY EDUCATION (PME). 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; nonresident and other extension courses; civilian educational institution coursework; a personal reading program that includes (but is not limited to) selections from the Commandant's Reading List; participation in discussion groups and military societies; and involvement in learning through new technologies.

ADV	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.		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.		Dedicated to life-long 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.		N/O

A	B	C	D	E	F	G	H
☐	☐	☐	☐	☐	☐	☐	☐

2. DECISION MAKING ABILITY. 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.

ADV	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.		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.		mplex problems. Seldom matched analytical a		N/O

A	B	C	D	E	F	G	H
☐	☐	☐	☐	☐	☐	☐	☐

3. JUDGMENT. 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.

ADV	Majority of judgments are measured, circumspect, relevant, and correct.		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.		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.		N/O

A	B	C	D	E	F	G	H
☐	☐	☐	☐	☐	☐	☐	☐

JUSTIFICATION:

H. FULFILLMENT OF EVALUATION RESPONSIBILITIES

1. EVALUATIONS. The extent to which this officer serving as a reporting official conducted, or required others to conduct, accurate, uninflated, and timely evaluations.

ADV	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.		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		No reports submitted late. No reports returned by either RO or HQMC for administrative correction or inflated markings. No subordinates' reports returned by HQMC for administrative correction or inflated markings. Returned procedurally or administratively incorrect reports to subordinates for correction. As RO nonconcurred with all inflated reports.		N/O

A	B	C	D	E	F	G	H
☐	☐	☐	☐	☐	☐	☐	☐

JUSTIFICATION:

NAVMC 10835D (Rev. 1-99 (EF))
SN: 0109-LF-071-1600

PAGE 4 OF 5

1. Marine Reported On
a. Last Name | b. First Name | c. MI | d. SSN

2. Occasion and Period Covered
a. OCC | b. From | To

I. DIRECTED AND ADDITIONAL COMMENTS

J. CERTIFICATION

1. I CERTIFY that to the best of my knowledge and belief all entries made hereon are true and without prejudice or partiality and that I have provided a signed copy of this report to the Marine Reported on.

(Signature of Reporting Senior) (Date in YYYYMMDD format)

2. I ACKNOWLEDGE the adverse nature of this report and

☐ I have no statement to make

☐ I have attached a statement

(Signature of Marine Reported On) (Date in YYYYMMDD format)

K. REVIEWING OFFICER COMMENTS

1. **OBSERVATION:** ☐ Sufficient ☐ Insufficient

2. **EVALUATION:** ☐ Concur ☐ Do Not Concur

3. **COMPARATIVE ASSESSMENT:** Provide a comparative assessment of potential by placing an "X" in the appropriate box. In marking the comparison, consider all Marines of this grade whose professional abilities are known to you personally.

DESCRIPTION		COMPARATIVE ASSESSMENT
THE EMINENTLY QUALIFIED MARINE	☐	
ONE OF THE FEW EXCEPTIONALLY QUALIFIED MARINES	☐ ☐	
ONE OF THE MANY HIGHLY QUALIFIED PROFESSIONALS WHO FORM THE MAJORITY OF THIS GRADE	☐ ☐ ☐	
A QUALIFIED MARINE	☐	
UNSATISFACTORY	☐	

4. **REVIEWING OFFICER COMMENTS:** Amplify your comparative assessment mark; evaluate potential for continued professional development to include: promotion, command, assignment, resident PME, and retention; and put Reporting Senior marks and comments in perspective.

5. I CERTIFY that to the best of my knowledge and belief all entries made hereon are true and without prejudice or partiality.

(Signature of Reviewing Officer) (Date in YYYYMMDD format)

6. I ACKNOWLEDGE the adverse nature of this report and

☐ I have no statement to make

☐ I have attached a statement

(Signature of Marine Reported On) (Date in YYYYMMDD format)

L. ADDENDUM PAGE

ADDENDUM PAGE ATTACHED: YES

NAVMC 10835E (Rev. 1-99) (EF)
SN: 0109-LF-069-1000

PAGE 5 OF 5

APPENDIX C

ADDENDUM PAGE

USMC FITNESS REPORT (1610)
NAVMC 11297 (1-99) (EF)
SN: 0109-LF-071-1800

DO NOT STAPLE THIS FORM

ADDENDUM PAGE

A. PURPOSE

1. Marine Reported On a. Last Name	b. First Name	c. MI	d. SSN	e. Grade	2. Occasion and Period Covered a. OCC	b. From	To

3. Purpose

a. Continuation of Comments Justification	Section I	RO	b. Accelerated Promotion Justification	c. Adverse Report MRO Statement	3rd Officer Sighter	d. Admin Review	e. Supplemental Material	f. HQMC Use
☐	☐	☐	☐	☐	☐	☐	☐	☐

B. TEXT

C. SUBMITTED BY

1. a. Last Name	b. First Name	c. MI	2. SSN	3. Service	4. Grade

Signature

(Date in YYYYMMDD format)

D. GENERAL/SENIOR OFFICER ADVERSE REPORT SIGHTING

1. a. Last Name	b. First Name	c. MI	2. SSN	3. Service	4. Grade

5. Title

Signature

(Date in YYYYMMDD format)

PAGE ____ OF ____

PERFORMANCE EVALUATION SYSTEM

APPENDIX D

MRO WORKSHEET

A. BACKGROUND. The MRO Worksheet on page 2 of this Appendix is a tool for use by the RS and MRO in developing the MRO's billet description and documenting his or her accomplishments during the reporting period. The CMC directs the use of this form. The worksheet is available for download from MMSB's website. NOTE: Commands should produce the worksheet locally.

B. INTENT OF THE WORKSHEET. The worksheet provides:

1. A tool to assist the RS and MRO in establishing a clear understanding of the RS's expectations.

2. A means for the MRO to provide his or her RS a summary of major billet related accomplishments during the reporting period, PME accomplishments, awards, and other significant actions of which the RS may not be aware.

3. A tool for periodic counseling sessions to review billet descriptions, establish new goals, and develop performance.

C. PROCEDURES FOR COMPLETING THE WORKSHEET

1. The RS and MRO must meet at the beginning of the reporting relationship (within the first 15 days) to establish and formalize the MRO's billet description. Additionally, they must meet and review the MRO's billet description at the beginning of each new reporting period.

2. At the end of the reporting period, the MRO should provide the RS a summary of accomplishments highlighting significant achievements, efforts and/or events, PME accomplishments, awards and other commendatory correspondence, and other activities (to include community involvement) believed significant by the MRO.

3. Once the RS receives the summary of accomplishments from the MRO, the RS should assess the input and reflect the information on the MRO's fitness report as deemed appropriate.

PERFORMANCE EVALUATION SYSTEM

MRO WORKSHEET

Date: _____

Marine Reported On: Last Name:_____ First Name:_____ M I_____

SSN:_____Grade: _____ DOR: _____ PMOS: _____ BILMOS:_____

Organization: MCC: _____ RUC: _____ Unit Description: _____

Occasion and Period Covered: OCC: _____ Period: From :_____ To:_____ Type:_____

Prds of Nonavailability: Fr-To/Reason: _____ Duty Assignment(Descriptive Title):_____

Spec Info: QUAL:_____ PFT:_____ Status: _____ Reserve Component: _____ HT:_____ WT:_____ Body Fat%:_____

Duty Preference: 1st MCC: _____ Descriptive Location:_____

2d MCC: _____ Descriptive Location:_____

3d MCC: _____ Descriptive Location:_____

Reporting Senior: Last Name:_____ Init: _____ Service: _____

SSN:_____ Grade: _____ Duty Assignment: _____

Reviewing Officer: Last Name: _____ Init: _____ Service: _____

SSN:_____ Grade: _____ Duty Assignment: _____

BILLET DESCRIPTION/RECOMMENDED ADJUSTMENTS:

MAJOR ACCOMPLISHMENTS DURING REPORTING PERIOD:

PME/SELF EDUCATION:

OTHER (I.E. AWARDS, COMMENDATORY CORRESPONDENCE, COMMUNITY INVOLVEMENT):

APPENDIX E

SAMPLE BILLET DESCRIPTIONS AND BILLET ACCOMPLISHMENTS

BILLET: AV-8 ATTACK PILOT (MAJ)

B: BILLET DESCRIPTION

- MAWTS-1 offensive air support (OAS) committee chairman and TACAIR AV-8B Department Head.
- Plan, coordinate, and conduct (instruct) the OAS/AV-8B syllabus for 2 WTI courses.
- Represent MAWTS-1 at OAS conference.
- Present MAWTS-1 OAS fleet support lectures.
- Plan, coordinate, and conduct AV-8B fleet support.
- Certified AV-8B division leader, air combat tactics, low altitude tactics, and weapons training officer.

C: BILLET ACCOMPLISHMENTS

- Created new program to train WTIs in all facets of offensive air support (OAS).
- Rewrote and delivered 8 academic lectures for WTI and fleet use including: OAS theory and doctrine, integrating jet and helicopter fires in OAS precision guided munitions, AGM-122A Sidearm, V-8 fuzing, forward base operating procedures, armed reconnaissance, and interdiction.
- Devised, coordinated, and supervised 3 day WTI OAS academic program.
- Devised, coordinated, and supervised 4 day/night WTI OAS flight evolutions consisting of over 240 helicopter and jet sorties, with 720,000 pounds of ordnance expended.
- Developed tactics for and then coordinated application of integrated fixed and rotary wing OAS operations.
- As the AV-8B shop head, trained 9 new WTIs.
- Represented MAWTS-1 as an OAS specialist and lecturer on multiple support trips.

BILLET: RIFLE COMPANY COMMANDER (CAPT)

B: BILLET DESCRIPTION

- Pass SOCEX requirements.
- Conduct OTH small boat amphibious raids in support of MEU(SOC) operations.
- Train/qualify all members of the company in small boat operations/maintenance and minimum level of required swim qualification.
- Support field testing of future small boat capabilities, tactics, and equipment.
- Critique/validate support requirements for small boat operations.
- Initiate Fleet Operational Needs Statements (FONS) relevant to current equipment and practices.

C: BILLET ACCOMPLISHMENTS

- Successfully completed all MEU(SOC) predeployment training requirements.
- Executed security reinforcement operation in support of contingency operation Blue Thunder (NEO in Liberia under hostile conditions).
- Conducted eight successful small boat raids during six multinational training exercises.
- Ensured all members of his Company met or exceeded minimum qualifications for small boat operations/maintenance and swim qualifications.
- Submitted two FONS identifying a significant need for a light weight mortar suitable for small boat raids and an improved waterproof small unit leader communication device.
- Supported a field test of a light weight mortar system for use in small boat amphibious raids.

BILLET: SENIOR DRILL INSTRUCTOR (SSGT)

B: BILLET DESCRIPTION

- Produce basically trained Marines per the guidance of the SOP and POI.
- Directly responsible for the health and welfare of his recruits.
- Directly manage the drill instructors of his team.
- Serve as a role model/mentor for drill instructors and recruits.
- Provide guidance for day to day operations of the platoon.
- Evaluate drill instructor performance during each training cycle.
- Ensure drill instructors receive follow-on training to execute their duties within the guidelines of the SOP.
- Identify drill instructors and recruits with personal problems and use appropriate agencies for assistance.
- Instill the tenets of core values in each recruit.
- Demonstrate and foster military discipline and Esprit de Corps.

C: BILLET ACCOMPLISHMENTS

- Produced 206 basically trained Marines over 3 training cycles.
- Supervised 11 drill instructors over 3 training cycles to include training and supervision of 3 new junior drill instructors.
- No SOP violations by any drill instructor under his charge.
- Received recognition for Honor Platoon last 2 training cycles.
- Earned Moral Leadership Award in recognition of his efforts training problem recruits.
- Used all available assets to assist drill instructors and recruits with their personal problems.
- Inspired adherence to the tenets of core values in each of his drill instructors and recruits.

PERFORMANCE EVALUATION SYSTEM

BILLET: NETWORK OPERATIONS SNCOIC (SSGT)

B: BILLET DESCRIPTION

- Identify all ADPE hardware deficiencies for Windows NT implementation.
- Provide recommended Hardware Specs and Price Quotes for deficiencies.
- Devise a scheduled implementation of Windows NT on both servers and workstations.
- Coordinate and supervise the upgrade of all servers and workstations.
- Identify all ADPE hardware/software deficiencies for converting Banyan Mail to Windows Exchange Mail.
- Establish a realistic conversion timeline based on identified deficiencies.
- Supervise the daily monitoring/troubleshooting of this 60 server, 3,500 user network.
- Lead, train, and ensure the well-being of the Marines in the Section.

C: BILLET ACCOMPLISHMENTS

- Identified 600 total server and PC deficiencies during conversion to Windows NT.
- Provided purchase recommendations and price quotes for documented deficiencies.
- Projected a realistic implementation schedule for Windows NT.
- Completed the upgrade of 42 servers and 2,918 PCs.
- Identified $360,000 of deficiencies for conversion to Windows Exchange Mail.
- Provided recommended hardware/software specs and est. costs to correct deficiencies.
- Documented a realistic conversion timeline based on identified deficiencies.
- Resolved 521 network related trouble calls
- Ensured the availability of all Network devices 323 days out of 365.
- Initiated Weekly MOS PMEs for the 25 Marines in her charge.
- Ensured each Marine completed his/her required military training or MCIs.
- Capitalized on the knowledge, motivation and technical expertise of her Marines.

APPENDIX F

AUTOMATED PERFORMANCE EVALUATION SYSTEM (A-PES)

A. BACKGROUND. The A-PES will become the primary conduit in the automated preparation of the MRO Worksheet and the preparation and submission of fitness reports. This is a totally electronic and paperless environment. For those reporting officials who do not have access to A-PES, because of lack of connectivity, the Windows Front End (WinFE) application for preparing fitness reports will still be available.

B. ACCESS. The A-PES system can be accessed through the Marine OnLine (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 Marine Corps Total Force System (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.

C. ACTION

1. Before using A-PES, make sure that everyone in the reporting chain has an MOL account and can access the A-PES link. The MOL website can be accessed through a link on the USMC or M&RA website.

2. Completed reports are kept in the A-PES system for 90 days after they are processed by MMSB-32. You are encouraged to print or download a copy of the report for your records, and if necessary to print a copy for the MRO, within that timeframe.

D. NOTIFICATION

1. 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.

2. 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.

3. Academic Reports have a batch processing capability that allows up to 100 reports with the same reporting senior and reviewing officer to be created at once.

4. The A-PES system also allows reporting officials to delegate a trusted assistant. A trusted assistant can help the reporting official prepare their portion of the report for verification and their electronic signature.

E. INFORMATION

1. Common A-PES asked questions are listed on the A-PES website under Frequently Asked Questions (FAQ), which can be accessed from the A-PES main page or the help button.

2. The 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.

PERFORMANCE EVALUATION SYSTEM

APPENDIX G

REPORTING SENIOR AND REVIEWING OFFICER PROFILES

A. BACKGROUND. The RS Profile on pages 4 and 5 of this Appendix is a key tool for use in accomplishing the objectives of the PES and outlines the grading history of an RS (see paragraph 8012).

B. CONTENTS OF THE PROFILE

1. The profile provides a cumulative rating history of all reports written by an RS. The RS profile does not include academic, end of service, extended, and not observed fitness reports in the number of reports; nor are they computed into the RS's cumulative averages.

2. The profile lists the following information:

a. Listing of grades (excluding general officers) for Marines eligible to receive fitness reports (GRADE).

b. Average of the fitness report averages for all reports (excluding academic type, end of service, extended, and not observed reports) submitted by the RS for each grade (AVG).

c. Total number of reports written by the RS for each grade (excluding academic, end of service, extended, and not observed reports) (# OF RPTS).

d. The highest fitness report average submitted by the RS for a particular grade (HIGH).

e. The lowest fitness report average submitted by the RS for a particular grade (LOW).

f. The number of reports submitted by the RS that HQMC received 60 or more days after the end of the reporting period.

C. CALCULATING PROFILE DATA

1. Fitness Report Average for an Individual Report.

a. Each block in the marking gradient for each PARS has an assigned numeric value as follows: A=1, B=2, C=3, D=4, E=5, F=6, G=7, and H (not observed)=O. NOTE: Block H (not observed) has no value and does not factor into the calculation of the average.

b. The average of observed attributes reflects the mean of the numeric value for all observed attributes on that report 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 (excluding academic type, end of service, extended, and not observed reports) written by the RS on Marines of similar 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 similar grade (excluding academic type, end of service, extended, and not observed reports).

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 similar grade (excluding academic type, end of service, extended, and not observed reports).

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. NOTE: The basis for accountability for late submission of reports is HQMC tracking of reporting officials' signature dates. As an example: if the RS is timely in completing and forwarding the report to the RO (as evidenced by the signature date) responsibility will shift to another reporting official (RO, third officer, or senior Marine representative) or operational Battalion/Squadron command element, as appropriate.

D. RELATIVE VALUE OF A REPORT

1. The relative value of a report reflects how the fitness report average of an individual report compares to:

(a) The RS's average of all fitness reports written by the RS on Marines of the same grade.

(b) The highest fitness report average of any report written by the RS on a Marine of the same grade as the MRO.

2. The system will calculate the relative value for each report to reflect both:

(a) The Relative Value at the Time of Processing. This numeric value 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. This number is a constant and once calculated, it will not change.

(b) 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.

(c) The Fitness Report Average. The report's average of the observed attributes.

(d) The Reporting Senior Cumulative Average. The cumulative average of all reports written by the RS on Marines of the same grade.

(e) The Reporting Senior High. The highest fitness report average of any report written by the RS on a Marine of that grade.

3. Once calculated, the relative value will appear on the MRO's MBS in numeric fashion on a 80 to 100 scale.

(a) A relative value of 100 indicates the report has the highest fitness report average of any report written by the RS on a Marine of that grade.

(b) A relative value of 80 indicates the report has the lowest fitness report average of any report written by the RS on a Marine of that grade.

(c) A relative value of 90 indicates the fitness report average for the report is equal to the RS average. (The average of the fitness report average for all reports written by the RS on Marines of the same grade.)

4. Appendix K (MASTER BRIEF SHEET (MBS), FITNESS REPORT LISTING), depicts how the relative value data is displayed on the MBS.

E. REVIEWING OFFICERS PROFILE

1. A comparative assessment of the Reviewing Officer's (RO) rankings for all fitness reports of Marines of the same grade will be included on the Master Brief Sheet (MBS).

2. This information will show the cumulative comparative assessment (pyramid) marks of all fitness reports of Marines of the same grade evaluated by this RO, with the assessment of each fitness report highlighted with a frame, as seen in Appendix K.

3. This information will be displayed on a new row beneath the line of fitness reports attributes in line with the RO name, and will be updated as additional fitness reports are processed with the same RO.

4. When a fitness report is processed for posting to the OMPF, the RO profile will be overlaid to the left of the pyramid in section K on page 5 of the report.

5. An example of a RO Comparative Assessment Profile is contained on pages 6 and 7 of this Appendix.

PERFORMANCE EVALUATION SYSTEM

REPORTING SENIOR'S PROFILE

Reporting Senior SSN: - - - - - - - - -

AS OF XXXXXXX

GRADE	AVG	# OF RPTS	HIGH	LOW
COL	**4.50**	**13**	**5.21**	**4.14**
LTCOL	**4.23**	**5**	**5.00**	**3.79**
MAJ	**4.50**	**3**	**5.00**	**4.21**
CAPT	**3.96**	**2**	**4.14**	**3.79**
SGTMAJ	**5.11**	**3**	**5.17**	**5.00**
GYSGT	**4.04**	**10**	**4.77**	**3.08**
SSGT	**3.61**	**15**	**5.08**	**3.15**
SGT	**3.25**	**35**	**4.64**	**1.85**

NUMBER OF REPORTS OVER 60 DAYS OLD: 4

NOTE: Profiles do not include not observed, academic type, extended, and end of service reports.

Reporting Senior
Fitness Report List

SSN: ___-__- ____

As of: 20050826

MRO SSN (Last Four)	Last Name	From Date	To Date	Occ	FitRep Avg
CAPT					
1234	DAVIS	01-Aug-98	31-May-99	AN	3.46
				Average by MRO Grade:	3.46
CWO3					
3456	WILSON	01-Oct-02	31-May-03	AN	4.07
				Average by MRO Grade:	4.07
MSGT					
4567	THOMAS	01-Oct-01	30-Apr-02	AN	4.92
7654	HARRIS	01-Feb-99	31-Mar-99	GC	N/A
				Average by MRO Grade:	4.92
GYSGT					
5678	JACKSON	21-Oct-03	30-Jun-04	AN	5.38
6789	TAYLOR	01-Oct-03	30-Jun-04	AN	3.61
7890	MARTIN	09-Jul-03	30-Jun-04	AN	3.07
				Average by MRO Grade:	4.02
SGT					
0123	MORRIS	07-Aug-02	31-Mar-03	AN	5.07
0123	MORRIS	01-Jul-03	02-Dec-02	TR	4.38
9876	LEWIS	01-Oct-00	20-Oct-01	TD	4.07
8765	JONES	30-Jun-02	16-Jun-04	TR	N/A
				Average by MRO Grade:	4.51

Reviewing Officer
Comparative Assessment Profile

SSN: ___-__-____

As of: 20050228

Assessment Mark	Description
8	The eminently qualified Marine
7, 6	One of the few exceptionally qualified Marines
5, 4, 3	One of the many highly qualified professionals who form the majority of this grade
2	A qualified Marine
1	Unsatisfactory

MRO Rank	# of Reports / Assessment Mark							
COL	0 / 1	0 / 2	0 / 3	0 / 4	2 / 5	9 / 6	4 / 7	0 / 8
Total # of Reports: 15								
LTCOL	0 / 1	0 / 2	1 / 3	1 / 4	28 / 5	23 / 6	14 / 7	6 / 8
Total # of Reports: 73								
MAJ	0 / 1	0 / 2	0 / 3	1 / 4	7 / 5	12 / 6	8 / 7	0 / 8
Total # of Reports: 28								
SGTMAJ	0 / 1	0 / 2	0 / 3	0 / 4	0 / 5	2 / 6	4 / 7	2 / 8
Total # of Reports: 8								
SSGT	1 / 1	0 / 2	1 / 3	5 / 4	13 / 5	8 / 6	2 / 7	0 / 8
Total # of Reports: 30								
SGT	0 / 1	0 / 2	4 / 3	11 / 4	25 / 5	12 / 6	6 / 7	2 / 8
Total # of Reports: 60								

Total # of Observed Reviews: 218

Total # Reports Over 60 Days Old: 12

Reviewing Officer
Fitness Report List

SSN: ___-__- ____

As of: 20050826

MRO SSN (Last Four)	Last Name	From Date	To Date	Occ	RO Assessment Mark
MAJ					
1234	MARTIN	01-Aug-98	31-May-99	AN	7
2345	WILLIAMS	01-Aug-00	06-Jun-01	CH	5
CAPT					
3456	SMITH	01-Oct-02	31-May-03	AN	6
CWO2					
4567	THOMAS	01-Oct-01	30-Apr-02	AN	5
MGYSGT					
5678	JACKSON	21-Oct-03	30-Sep-04	AN	5
6789	TAYLOR	01-Oct-03	30-Sep-04	AN	4
7890	JONES	09-Jul-04	30-Sep-04	AN	Insufficient
MSGT					
8901	GARCIA	02-Jul-01	31-Jul-02	TR	6
9012	MARSHALL	01-May-00	26-Jun-00	TR	Insufficient
SGT					
0123	CAMPBELL	07-Aug-02	31-Mar-03	AN	7
0123	CAMPBELL	01-Jul-02	02-Dec-02	TR	6
9876	MILLER	01-Oct-00	20-Oct-01	TD	6
9876	MILLER	02-Aug-00	31-Mar-01	AN	5
8765	BROWN	30-Aug-03	16-Jun-04	TR	3
7654	HARRIS	01-Oct-98	31-Mar-99	GC	3

PERFORMANCE EVALUATION SYSTEM

APPENDIX H

PERSONNEL MANAGEMENT SUPPORT BRANCH

SAMPLE RECORDS REQUEST FORMAT

REQUESTER'S GRADE/NAME:_____

SSN:_____

TYPE OF RECORDS DESIRED:

☐ **MASTER BRIEF SHEET (MBS) For fitness reports submitted in 1999 or later**

☐ **MASTER BRIEF SHEET (MBS) For fitness reports submitted prior to 1999**

☐ **OFFICIAL MILITARY PERSONNEL FILE (OMPF)**

☐ **Paper** ☐ **Microfiche**

☐ ***REPORTING SENIOR (RS) PROFILE (Reporting Seniors only)**

☐ ***REVIEWING OFFICER (RO) PROFILE (Reviewing Officers only)**

***MMSB will only provide a copy of the RS/RO Profile to the RS/RO, respectively.**

MAILING ADDRESS TO HAVE RECORD(S) SENT:

UNIT (Street, Unit #, PCS Box #)
OR HOME STREET ADDRESS: _____

CITY OR APO/FPO: _____

STATE: _____ **ZIP CODE:** _____

_____
(SIGNATURE OF MRO, RS OR RO AS APPROPRIATE)

SUBMIT WRITTEN REQUEST TO:

COMMANDANT OF THE MARINE CORPS (MMSB-10)
HEADQUARTERS U.S. MARINE CORPS
2008 ELLIOT RD SUITE 202
QUANTICO, VA 22134-5030

SUBMIT FAX REQUEST TO:

HEADQUARTERS U.S. MARINE CORPS (MMSB-10)
DSN: 278-5792 OR COMM (703) 784-5792

APPENDIX I

AUDIT AND CORRECTION OF PERFORMANCE RECORDS

A. AUDITING THE 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 J gives a description of each item.

2. Auditing the Fitness Report Listing. With Appendix K 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 OF 31 DAYS OR LONGER - SEE CASE." Access the MMSB's website at https://www.mmsb.usmc.mil before initiating procedures to cover a recent missing fitness report to ensure the report was not processed after the MBS was printed. Telephone numbers for points of contact also available on MMSB's website.

3. To warrant correction, the date gap must meet the following criteria:

a. The date gap between reports must be 31 days or longer. If a date gap is covered by a simultaneous report or an RT report, no corrective action is required.

b. A gap caused by remedial promotion from corporal to sergeant that includes a backdated DOR will be corrected per paragraph 6006.

B. CORRECTING THE MBS

1. Correcting MBS Header Data. This section is composed of information from several sources and sponsoring agencies. The Performance Evaluation Section (MMSB-30) is not a sponsor of any field in this section and therefore cannot correct any header data information. Refer to Appendix J for a listing of authorities and references for correcting this section of the MBS.

2. To correct date gaps resulting from missing fitness reports, take the following action:

a. Exhaust all means of locating the RS, including:

(1) For mailing address, work through the HQMC Worldwide Locator Unit (MMSB-17)DSN 278-0514/commercial (703)432-0514 or toll free 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.

b. Complete section A of a fitness report form as directed by paragraph 4003, with the exception of items 5 through 8. The RS will complete these items.

c. Send the completed section A under cover letter (see sample letter in Appendix L) to the RS, requesting he or she complete the fitness report.

d. The RS must forward the completed report to the CMC (MMSB-31) or (MMSB-34) and provide a copy to the MRO. The following guidance applies:

(1) The CMC (MMSB-30) will accomplish RO action for reports that are more than a year old and not adverse.

(2) If the report is adverse, it must be reviewed per the provisions of Chapter 5. When the MRO and the reporting officials are no longer collocated, forward the report to the CMC (MMSB-31) or (MMSB-34) with the name and SSN of the RO.

(3) Copies of original reports are acceptable only if they are over 1 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. Facsimile copies (FAX'S) of reports are only acceptable for placement in the Marine's OMPF if the provisions of paragraph 8013.1 are applicable.

(4) Reports that are **less** than 1 year old must be an original report and reflect both reporting officials' actions as having been completed; i.e., sections J and K.

e. If you know the location of the RS, 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 and an original NAVMC 10825A (WinFe form) with items 1, 2, 3, 4, 9, 10, and 11 of section A completed, to the CMC (MMSB-31) or (MMSB-34).

f. If you cannot locate the RS, forward an original NAVMC 10835A (WinFe form) with items 1, 2, 3, 4, 9, 10, and 11 of section A completed, under cover letter to the CMC (MMSB-31) or (MMSB-34). Include any known information that may help locate the RS or RO in the letter.

3. Correcting Date Gaps 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 that include periods of proceed, delay and travel, forward a certified true copy of page 3 of the Marine's SRB/OQR under a cover letter to the CMC (MMSB-31) or (MMSB-34). Briefly explain the circumstances contributing to the error and request a correction to the performance record.

b. To correct date gaps not including a period of proceed, delay and travel, forward a letter, endorsed by either the RS or RO, to the CMC (MMSB-31) or (MMSB-34), explaining the circumstances and requesting the reporting period be changed per paragraph 8007. If the RS or RO cannot be located, forward a letter explaining the circumstances to the CMC (MMSB-31) or (MMSB-34). 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

nonaffiliation not covered by a fitness report and, therefore, the date gap will **not** be filled. When a Marine transfers from active duty status or from the SMCR to the IRR, use the "CS" occasion code to prevent the appearance of a date gap.

d. Members of the Active Component may request an administrative filler for date gaps caused by release from active duty or discharge. The MRO's command must submit the request to the CMC (MMSB-31) under cover letter with certified true copies of page 3 of the SRB, Enlistment/Reenlistment Document Armed Forces of the United States (DD Form 4), and the Certificate of Discharge or Release from Active Duty (DD Form 214).

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 (MMSB-31) or (MMSB-34) requesting the report be placed on the MBS. NOTE: Ensure the letter identifies the period and occasion of the report.

4. 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 (MMSB-31) or (MMSB-34) explaining the error and include a copy of the MRO's MBS.

5. Other Corrections. Submit requests for other corrections on the MBS by correspondence, via the RS or RO, to the CMC (MMSB-31) or (MMSB-34). The requested change must be significant, fully justified, and endorsed as valid by either the RS or RO. Refer to paragraph 8007 for further information on corrections.

C. AUDITING THE P-FOLDER (PERFORMANCE DATA) OF THE OMPF. Audit the P-folder for fitness report continuity by comparing fitness reports in the OMPF with those on the MBS. Audit the MBS per instructions in paragraph B (AUDITING THE MBS) above, then systematically match each fitness report on the MBS to that in the OMPF.

D. CORRECTING THE P-FOLDER. Take corrective action per the following instructions:

1. If a fitness report is missing from both the MBS and the P-Folder of the OMPF, and the date gap meets the criteria listed in paragraph A3 above, follow the procedures to retrieve missing fitness reports listed in paragraph B.2. above.

2. If a fitness report is on the MBS but is missing from the P-folder of the OMPF, correspond with CMC (MMSB-31) or (MMSB-34), identify the missing period, and request a fitness report "reconstruction". Include a completed section A for subject report.

E. AUDIT AND CORRECTION OF OTHER OMPF FOLDERS. Audit and correct the C-Folder (Commendatory/Derogatory Information) and the S-Folder (Service Computation Information and other Pertinent Information) per the instructions contained in reference (j). Request corrections via correspondence to the CMC (MMSB-10). If the correction involves a change of SSN, notify the CMC (MMSB-31) or (MMSB-34) by separate correspondence so the records can be transferred to the new SSN.

PERFORMANCE EVALUATION SYSTEM
APPENDIX J
MASTER BRIEF SHEET (MBS) EXPLANATION

NAME	SSN	GRADE	RANK	LCN	DOR	TIG	CURRENT DUTY ASSIGNMENT	BILLET DESCRIPTION	DCTB
MARINE, J.S.	123456789	O4	MAJ	12345678	19990501	4yr 10mo	US Central Command	J-3 Future Ops Officer	20030717

KEY DATE SUMMARY		AWARDS				MILITARY OCCUPATIONAL SPECIALTIES						TRAINING SUMMARY			LANGUAGES	
DEAF	19890702	MM	1			PMOS	0302	Infantry Officer	AMOS4			RIFLE	E/340	199809	1994	French
TIS	14yr 11mo	NC	2			AMOS1	0602	Communications Officer	AMOS5			PISTOL	M/340	199809	1990	Spanish
PEBD	19890520	NA	1			AMOS2			JOINT			PFT	1/289	200309		
AFADBD	19890520					AMOS3			BMOS	9910	Unrestricted Officer	MCMAP	TAN	200308		
OSCD	19950115															
ACC COMM	19890520															
DOR COMM	19890531															
DOR LDO																
DSG PILOT																
DCADB	19890520															
EAS	INDEF															

EDUCATION SUMMARY											
CIVILIAN			MILITARY				PME				
1990	BA, Biology		1993	Winter Mountain Leader			2002	Command & Staff Non-Res			
1986	Associates Deg		1993	Summer Mountain Leader			1997	AWS Ph II			
1982	HS		1987	Airborne			1995	AWS Ph I			
			1990	Assault Climbers			1994	Warfighting Skills Prog			
			1990	Infantry Officer (TBS)							
			1989	Basic School							

NAME	SSN	GRADE	RANK	LCN	DOR	TIG	CURRENT DUTY ASSIGNMENT	BILLET DESCRIPTION	DCTB
1	2	3	4	5	6	7	8	9	10

KEY DATE SUMMARY		AWARDS				MILITARY OCCUPATIONAL SPECIALTIES						TRAINING SUMMARY			LANGUAGES	
DEAF				12		PMOS		13	AMOS4		14	RIFLE		15		16
TIS						AMOS1			ACQ			PISTOL				
PEBD						AMOS2			JOINT			PFT				
AFADBD						AMOS3			BMOS			MCMAP				
OSCD																
ACC COMM	11															
DOR COMM																
DOR LDO																
DSG PILOT																
DCADB																
EAS																

EDUCATION SUMMARY											
CIVILIAN			MILITARY				PME				
	17			18				19			

MBS LISTING	BIR/BTR LISTING	CORRECTING AUTHORITY	REFERENCE
1. NAME	NAME	UNIT DIARY	MCO P1080.40 (MCTFSPRIM)
2. SSN	SSN	UNIT DIARY	MCO P1080.40 (MCTFSPRIM)
3. GRADE	GRADE	ENLISTED: UNIT DIARY OFFICER: CMC (MMPR)	MCO P1080.40 (MCTFSPRIM)
4. RANK DESCRIPTION Automatic	N/A	UNTI DIARY	MCO P1080.40 (MCTFSPRIM)
5. LINEAL NO: Lineal control	N/A	CMC (MMPR)	
6. DOR: Date of Rank, the date from which present rank is effective	DOR	ENLISTED: UNIT DIARY OFFICER: CMC (MMPR)	MCO P1080.40 (MCTFSPRIM)
7. TIG: Time In Grade			MCO P1080.40 (MCTFSPRIM)
8. CURRENT DUTY ASSIGNMENT			MCO P1080.40 (MCTFSPRIM)
9. BILLET DESCRIIPTIOIN			MCO P1080.40 (MCTFSPRIM)
10. DCTB: Date current tour began.	DCTB	UNIT DIARY	MCO P1080.40 (MCTFSPRIM)
11. KEY DATE SUMMARY			
DEAF: date of original entry into the Armed Forces.	DEAF	UNIT DIARY	MCO P1080.40 (MCTFSPRIM)
TIS: Time in Service			MCO P1080.40 (MCTFSPRIM)
PEBD: Pay entry base date.	PAY ENTRY BASE DATE	ENLISTED: UNIT DIARY OFFICERS: CMC: (MMSB-10)	MCO P1080.40 (MCTFSPRIM)

AFADBD: Armed Forces Active Duty Base Date; The date from which active duty time is computed and is adjustable for the lost time or break in service.	AFADBD	UNIT DIARY	MCO P1080.40 (MCTFSPRIM)
OSCD: Overseas control date.	DAUS DEPN RESTR	UNIT DIARY	MCO P1080.40 (MCTFSPRIM)
ACC COMM: Date Accepted first Marine Corps Commission (initial appointment only).	N/A	UNIT DIARY	MCO P1080.40 (MCTFSPRIM)
DOR COMM: The Date of rank of first commission as a CWO.	N/A	ACTIVE-(MCRC) RESERVE UNIT DIARY	MCO P1080.40 (MCTFSPRIM)
DOR LDO: Date of	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)	MCO P1080.40 (MCTFSPRIM)
DCADB: The date current active duty began. immediate reenlistment does not change this date.	N/A	UNIT DIARY	MCO 1080.40 (MCTFSPRIM)
EAS: Expiration of active service.	EAS	ENLISTED: UNIT DIARY OFFICER(Reserve): On Active Duty: CMC(MMOA) SMCR/IRR: CMC(RAM)	MCO P1080.40 (MCTFSPRIM)
12. AWARDS: Personal decorations awarded in order of precedence and the number of like awards (filed represents latest 12 personal awards awarded).	AWARDS	UNIT DIARY	MCO P1080.40 (MCTFSPRIM) SECNAVINST 1650.1
13 MILITARY OCCUPATIONAL SPECIALISITES			
PMOS: Primary MOS	MOS	UNIT DIARY	MCO P1080.40 (MCTFSPRIM)
AMOS1: First Additional MOS.	MOS	ENLISTED: UNIT DIARY OFFICER: ACTIVE-CMC (MMOA) RESERVE-CMC (RAM)	MCO P1080.40 (MCTFSPRIM)
AMOS2: Second Additional	MOS		MCO P1080.40 (MCTFSPRIM)
AMOS3: Third Additional	MOS		MCO P1080.40 (MCTFSPRIM)

14. MILITARY OCCUPATIONAL SPECIALITIES	MOS		MCO P1080.40 (MCTFSPRIM)
AMOS4: Fourth Additional			MCO P1080.40 (MCTFSPRIM)
AMOS: Fifth Additional	MOS		MCO P1080.40 (MCTFSPRIM)
JOINT:			MCO P1080.40 (MCTFSPRIM)
BMOS:			MCO P1080.40 (MCTFSPRIM)
15. TRAINING SUMMARY			
RIFLE: Qualification status			MCO P1080.40 (MCTFSPRIM)
PISTOL: Qualification status			MCO P1080.40 (MCTFSPRIM)
PFT: Class/Score or status			MCO P1080.40 (MCTFSPRIM)
MCMAP: Martial Arts qualification status			MCO P1080.40 (MCTFSPRIM)
16. LANGUAGES: Name of language in which the Marine is proficient. Up to two languages may be listed.	FORGN-LANG CODES 1/2/3/4	CMC (MA)	NONE
EDUCATION SUMMARY			
17. CIVILIAN EDUCATION	CIV ED LEVEL	UNIT DIARY	MCO P1080.40 (MCTFSPRIM)
18. MILTARY EDUCATION: Service Schools (including certain MCI courses) listed by course title and year in which completed. A maximum of eighteen schools may be listed.	SPECIAL SKILLS SCHOOLS	UNIT DIARY	MCO P1080.40 (MCTFSPRIM)
19. PME			

PERFORMANCE EVALUATION SYSTEM

APPENDIX K

MASTER BRIEF SHEET (MBS)
FITNESS REPORT LISTING

| ADMINISTRATIVE SUMMARY | | | | | | REPORTING SENIOR MARKINGS | | | | | |

10. 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.

B. REPORTING SENIOR MARKINGS

1. REPORTING SENIOR. This information reflects the name of the MRO's RS per section A, item 10 (Reporting Senior), of the fitness report.

2. 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 Military Education
PRO-Proficiency	DEV-Develop Subordinates	DEC-Decision Making Ability
COU-Courage	SET-Setting the Example	JUD-Judgment
EFF-Effectiveness Under Stress	ENS-Ensuring Well-Being of Subordinates	*EVAL-Evaluation Responsibilities
INI-Initiative	CO-Communication Skills	

* Applies to MRO's with fitness reporting official responsibilities.

3. 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.

4. REPORTS. The number before "of" indicates at processing what report this was the RS had submitted on Marines of this grade. The number after "of" is the total number of cumulative reports to date on Marines of this grade.

5. RPT AVG. This information reflects the report's average of the observed attributes.

6. RS AVG. This information reflects the cumulative average of all reports written by the RS on a Marine of that grade.

7. RS HIGH. This information reflects the highest fitness report average of any report written by the RS on a Marine of that grade.

8. RPT AT HIGH. This information reflects the number of reports the RS submitted which have a relative average of 100.

9. 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).

10. 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.

C. REVIEWING OFFICER MARKINGS

1. REVIEWING OFFICER. This information reflects the name of the MRO's RO per section A, item 11 (Reviewing Officer), of the fitness report.

2. 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.

3. OBSER. This reflects the degree of observation the RO had of the MRO as indicated in section K, item 1.

4. 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.

5. 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.

PERFORMANCE EVALUATION SYSTEM

APPENDIX L

SAMPLE REQUEST LETTER

(Heading)

1610
(Date)

From: Commanding Officer
To: (Reporting Senior)

Subj: MISSING FITNESS REPORT ON (MRO) FOR THE OCCASION (OCC CODE) AND PERIOD (START DATE) TO (ENDING DATE), WHILE SERVING AS (BILLET), WITH (UNIT)

Ref: (a) MCO P1610.7F

Encl: (1) Fitness report for the subject period with items 1, 2, 3, 4, 9, 10, and 11 of section A completed
(2) Self-addressed return envelope

1. Records at Headquarters, U. S. Marine Corps (HQMC) indicate that (MRO) is missing a fitness report for the subject period. This is an important matter because the Marine is pending (reenlistment, a promotion board, ORB, assignment, etc.).

2. As reporting senior for the subject period and per the provisions of the reference, please take appropriate action to eliminate the indicated date gap in (MRO) performance records.

a. If the report is under one year old, it must be an original report. Use enclosure (1) for your evaluation. Complete sections B through J per the reference.

b. If the fitness report is over one year old and you have a copy of the report, please forward it to us. Ensure all pages of the report are certified true by yourself. If you do not have a copy of the report, use enclosure (1) for your evaluation. Complete sections B through J per the reference.

3. Use enclosure (2) to return the completed report.

4. If the report is adverse, and the reviewing officer is not collocated, provide the name and SSN of the Reviewing Officer with the returned report.

Subj: MISSING FITNESS REPORT ON (MRO) FOR THE OCCASION (OCC CODE) AND PERIOD (START DATE) TO (ENDING DATE), WHILE SERVING AS (BILLET), WITH (UNIT)

5. The reference requires that a reporting senior respond to correspondence requesting completion of missing fitness reports within 30 days. We should receive your response at this command no later than (date). If you have any questions concerning this matter, contact (CO, SgtMaj, XO, Adj, etc.) at DSN (number) or Commercial (area code/number).

Signature

Copy to: (MRO)
(Senior Enlisted Advisor, as appropriate)

PERFORMANCE EVALUATION SYSTEM

APPENDIX M

IDENTIFYING DATE GAPS IN FITNESS REPORT RECORDS

A. PURPOSE. The Master Brief Sheet (MBS) computes possible date gaps in the fitness report record and prints the statement, “POSSIBLE DATE GAP” where the gap appears in the chronological listing of reports.

B. DEFINITION. A date gap is defined as a period of 31 days or more between the “to date” of one fitness report and the “from date” of the next fitness report.

C. RULES:

1. Date gaps will not be calculated following an End of Service (EN) report.

2. Date gaps will not be calculated following a Change in Status (CS) report.

3. 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. If a Marine’s MBS only reflects RT reports no date gap notice will appear.

4. 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.

D. ACTION. Marines with date gaps in their fitness report records should initiate the applicable action through the reporting officials of record of the missing report per the instructions of paragraphs 8007.1 and 8009.4 and Appendix I.

PERFORMANCE EVALUATION SYSTEM

APPENDIX N

POLICY COMPLANCE MEASURES

A. INTENT OF THE POLICY COMPLIANCE MEASURES. To maintain the integrity of the PES objectives, reporting officials must adhere to established policies. The intent of the compliance measures contained in this Appendix 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.

3. Recognize reporting officials who, over time, display noteworthy adherence to the objectives of the PES.

B. POLICY COMPLIANCE MEASURES. These measures provide the CMC (MMSB-30) with the tools to:

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.

b. Inflation.

c. Untimely submission of reports.

d. Inaccurate reporting.

f. Procedural errors.

C. NONCOMPLIANCE DEFINED (GAMING, INFLATING REPORTS, UNTIMELINESS, INACCURATE REPORTING & PROCEDURAL ERRORS).

1. 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.

2. Inflating Reports. Developing a pattern of marking reports artificially higher than prescribed by this Manual.

3. Untimeliness. Habitually submitting late reports.

4. Inaccurate Reporting. Inaccurate or incomplete reporting of information. Examples include but are not limited to:

a. Not reporting any known derogatory material, disciplinary action, or failure to meet prescribe Marine Corps standards.

b. Not reporting any known commendatory material.

c. Administrative errors resulting in inaccurate information.

5. Procedural Errors. Failure to complete or process reports as prescribed by this Manual. Examples include but are not limited to:

a. Unauthorized modifications to the reporting chain.

b. Including unacceptable comments on a report.

c. Failure to refer adverse RS/RO comments to the MRO for rebuttal.

D. PROCESS DEFINED FOR MAINE REPORTING OFFICIALS. The following policy compliance measures apply:

1. Notify Reporting Official. Upon identification of a reporting official showing an undesirable trend, the CMC (MMSB-30) will correspond directly to the reporting official.

a. This 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 noncompliance trend continues the CMC (MMSB-30) will correspond with the reporting official's reporting chain.

a. This correspondence notifies the Marine's reporting chain of his or her 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 (FUFILLMENT OF EVALUATION RESPONSIBILITIES) of the Marine's next fitness report.

3. If the measures defined above still 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.

E. COMPLIANCE MEASURES FOR CIVILIAN REPORTING OFFICIALS WITHIN THE MARINE CORPS. The policy compliance measures for civilian reporting officials are the same as defined for Marine reporting officials.

F. COMPLIANCE MEASURES FOR NON-MARINE REPORTING OFFICIALS. 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 Manual to foster performance evaluation accuracy and credibility.

G. RECOGNITION OF NOTEWORTHY ADHERENCE TO THE OBJECTIVES OF THE PES.

1. During the course of monitoring reporting officials for noncompliance, this Headquarters will identify those reporting officials whose reporting history displays superior adherence to the objectives of the PES.

2. The CMC (MMSB-30) will appropriately acknowledge these reporting officials via their reporting or supervisory chain as applicable.

PERFORMANCE EVALUATION SYSTEM

APPENDIX O

REPORTING SENIOR CHECKLIST

A. GENERAL

1. Brief MRO on billet description within first 15 days of the reporting period.

2. Adjust MRO's billet description within reporting period as applicable.

3. Review worksheet input if submitted by the MRO.

B. SECTION A, ADMINISTRATIVE INFORMATION (paragraph 4003)

1. Ensure section A information is accurate.

2. Prepare section A in uppercase Courier New size 12 font.

3. Confirm "from" date as correct utilizing the MMSB's website at https://www.mmsb.usmc.mil.

4. Mark item 5a if report is adverse.

5. Review section A for marks requiring directed comments in Section I.

C. SECTION B, BILLET DESCRIPTION (paragraph 4004)

1. Highlight MRO's significant responsibilities as they relate to the unit's mission during the reporting period.

2. Prepare in proper format (see paragraph 4004.3).

D. SECTION C, BILLET ACCOMPLISHMENTS (paragraph 4005)

1. Highlight the MRO's most significant accomplishments during the reporting period.

2. Be objective vice qualitative.

3. Focus on what the Marine accomplished rather than personal qualities or potential impact of the MRO's contributions.

4. Prepare in proper format (see paragraph 4005.3).

E. SECTIONS D THROUGH H, CATEGORIES OF EVALUATED AREAS (paragraphs 4006-4011)

1. Ensure markings reflect MRO's demonstrated performance during the reporting period as the action verbiage of accomplishments over the gradient marked would indicate.

2. 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.

3. Mark section H as not observed for all Marines without reporting senior responsibilities.

4. Avoid the tendency to grade to your profile! Review your profile only after you have graded your Marine and finished your draft evaluation to serve as a check and balance to ensure you have been objective and thorough in your assessment.

F. SECTION I, DIRECTED AND ADDITIONAL COMMENTS (paragraph 4012)

1. Ensure all directed comments are included (see paragraph 4012.4)

2. Prepare in proper format (see paragraph 4012.3).

G. SECTION J, CERTIFICATION (paragraph 4013)

1. Prior to certifying, ensure the accuracy and completeness of sections A-I per the provisions of this Manual.

2. Sign, date, and provide a signed, completed copy of sections A-J to the MRO.

3. If adverse, refer report to the MRO for acknowledgment, signature, and the opportunity to submit a rebuttal statement.

4. Provide the MRO an updated copy if any changes are made to sections A-I of the report.

5. Annotate whether addendum page is attached to the report.

6. Forward report to the RO in a timely manner. (Report is due to HQMC within 30 days after the ending date of the report.)

APPENDIX P

SAMPLE ADMINISTRATIVE CORRECTION REQUEST LETTER

(HEADING)

1610
OFFICE CODE
(DATE)

From: RANK FULL NAME, SSN/MOS USMC
To: Commandant of the Marine Corps (MMSB-31/MMSB-34)

Subj: REQUEST FOR ADMINSTRATIVE CORRECTION TO FITNESS REPORT FOR THE OCCASION (OCC CODE) AND PERIOD (START DATE) TO (ENDING DATE) CASE OF: RANK FULL NAME, SSN/MOS USMC

Ref: (a) MCO 1610.7F

Encl: (1) Supporting Documentation as Applicable (i.e. Award Certificates, Page 3 from SNM's SRB/OQR, Enlistment Contract, DD Form 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 encl (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 (MMSB-31/MMSB-34)

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

PERFORMANCE EVALUATION SYSTEM

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