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**UNITED STATES MARINE CORPS**  
THE BASIC SCHOOL  
MARINE CORPS TRAINING COMMAND  
CAMP BARRETT, VIRGINIA 22134-5019

**FITNESS REPORTS**  
**B3K3738**  
**STUDENT HANDOUT**

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# Fitness Report I, II, III & DG

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## Introduction

The Fitness Report (Fitrep) is the tool by which the Marine Corps evaluates a Marine's performance for purposes of competitive selection (promotion, enlisted to officer programs, command assignment, retention, etc.). Sergeants through major generals receive fitness reports. As an officer, you will write fitness reports on your Marines, review the fitness reports of your peers or subordinate officers, and receive fitness reports from the officers appointed over you.

## Importance

Performance evaluation is continuous, powerful, and one of the most critical responsibilities of an officer. No other product more directly determines the outcome of a Marine's career than the Fitness Report. It remains the primary tool we use to determine promotion and retention. Few things can harm your professional reputation as a Marine officer faster than a demonstrated lack of concern or proficiency with the Fitrep process. Getting it wrong destroys faith in the process and the officer corps.

## The Classes

**Platform class** focuses on introducing basic fitness report concepts: what is a fitness report, who views them, who are the main players, how we grade Marines on Performance Anchored Rating Scales (PARS), how to compute a fitness report score, and understanding the Reporting Senior Profile. Upon establishing a baseline of understanding, students will be walked through an entire fitness report line by line. Next, students will combine what they have learned from how to grade Marines to establishing and molding a Reporting Senior Profile, at which point they will be introduced to Relative Value. Lastly, students will learn what a Master Brief Sheet is and how to read one.

This lesson covers the following topics:

Topic	Page
The Fitness Report	4
Key Players	4
The Audience	4
Fitness Report Score and Reporting Senior Profile Performance Anchored Rating Scales The Competition Example Profile Example Profile List	5
Relative Value	6
Reviewing Officer Comparative Assessment	7
Report Comments Promotion Endorsement Continuum Example Section I Comments: Top Performer Example Section I Comments: Middle of the Pack	7

Example Section I Comments: Weak Performer	
Additional Resources Check Fitness Report Status Request OMPF with Reporting Profiles	9
Example Fitness Report	10
Discussion Group Case Study / Assignment	15-18
Glossary of Terms and Acronyms	19
Notes	19

## Learning Objectives

### Terminal Learning Objectives

1. Given Marines while serving as a supervisor, review performance evaluation on completed fitness reports (FITREPs) IAW the PES manual.

### Enabling Learning Objectives

1. With the aid of reference, describe reporting senior (RS) responsibilities without omission. (MCCS-LDR-2103a)
2. With the aid of reference, describe reviewing officer (RO) responsibilities without omission. (MCCS-LDR-2103b)
3. With the aid of reference, identify fitness report (FITREP) reporting occasions without omission. (MCCS-LDR-2103c)
4. Given the PES manual, identify elements of the fitness report, without error.
5. Given the PES manual, write a fitness report, without error.
6. Given the PES manual, describe follow on actions upon submission, without error.
7. While in a leadership billet, counsel subordinates regarding their performance to record performance evaluation.

## Testing:

You will be tested on this material via an open book test that will concentrate on your ability to navigate through the PES Manual, MCO 1610.7F. The focus will be on Chapters 1-5, however may contain information outside of those chapters.

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## The Fitness Report

The Fitness Report is one person's evaluation of one Marine at one rank in one billet. The design of the report is such that it facilitates the documentation of essential and critical information in a simple and direct manner. It is a simple communication between reporting officials and selection boards, essentially a "Letter of Recommendation." A Fitrep is NOT a disciplinary tool, a lever to exert influence or a counseling tool. Rather, it is the culmination of the counseling process.

Fitness Report writing requires a blend of science and art. The science of a Fitness Report is largely dictated by Marine Corps Order (MCO) P1610.7f –the Performance Evaluation System (PES). The art begins with the Fitrep classes and discussions here at TBS. A sharp focus in these classes will provide a solid foundation that will be continuously honed in the Fleet through instruction, mentorship, and practice.

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## The Key Players

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### **\*\*All cooperate to ensure timely and accurate reporting\*\***

<i>Marine Reported On (MRO)</i>	Any officer or enlisted member sergeant through major general who is the subject of the performance evaluation.
<i>Reporting Senior (RS)</i>	Generally the first officer (commissioned or warrant) or civilian GS-9 or above in the MRO's chain of command. In rare cases, the RS can be an equal ranking officer.
<i>Reviewing Officer (RO)</i>	Generally the first (commissioned) officer or GS-10 in the RS's chain of command
<i>Third Officer Sighter</i>	Required for all adverse reports. Normally the RS of the RO, although certain exceptions may apply. (see par 5005 of the PES)

Chapter 2 of the PES delineates the specific responsibilities of the reporting chain.

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## The Audience

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The audience for a Fitness Report is NOT the MRO; it is the selection board.

Officers and senior enlisted members across the Marine Corps are regularly detailed to sit on various selection boards convened in and around Quantico. The primary information they rely upon to select Marines for promotion, command, and special programs comes from Fitrep scores, relative value, and comments that you generate.

In essence, Fitness Reports are letters of recommendation.

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## Fitness Report Score and Reporting Senior Profile

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### Performance Anchored Rating Scales (PARS)

PARS are 14 professional attributes located on Pages 2-4 of the report which can be evaluated on a range from A to G. These scales correspond to number values 1 to 7 which are averaged to produce a numerical score for the report.

### Reporting Senior Profile & List

The reporting profile is a list of all Fitness Report scores an RS has recorded for a particular rank. Profiles are constantly updated and maintained by HQMC as part of a RS's Official Military Personnel File (OMPF). Referencing this updated list allows an RS to ensure current reports are accurately ranked against historical reports of the same grade. For this reason, profiles are similar in nature to your squad rankings. You don't just recreate the rankings each time; you evaluate the recent performance of your peers and use the previous list to update those rankings. (See Appendix G of the PES)

### The Competition

When you write a report, you are not simply comparing the MRO to recent reports; you are comparing the MRO to every report you have submitted for Marines of the same rank. That means you are comparing them to Marines who have long since moved past that rank or even active duty. Fitreps are a comparison of past and present performances, not people.

### Example Profile:

Note that average scores are different for every rank. That's why Fitrep scores for different ranks cannot be compared to one another...

### Reporting Senior's Profile MAJ ROBERT B REHDER JR

As of: 20080610

Grade	Average	# of Report	High	Low
1STLT	4.13	7	4.35	4
2NDLT	3.77	3	3.85	3.69
CWO2	4.36	1	4.36	4.36
1STSGT	4.38	2	4.54	4.23
MSGT	4.06	8	4.31	3.54
GYSGT	4.05	17	4.54	3.31
SSGT	3.56	33	4.46	1.92
SGT	3.51	43	4.31	2.08

### Example Profile List:

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**1STLT**

4616	CEDENO				4.35
4616	CEDENO				4.21
5443	COMMANDER				4.14
8191	GENNA	01-Feb-07	21-Jun-07	CH	4.07
6741	COLBY	01-May-06	06-Jul-06	CD	4.07
9313	DANIELS	01-Nov-04	06-May-05	TR	4.07
8838	MCFADDEN	21-Nov-06	18-May-07	TR	4
5443	COMMANDER	01-May-05	10-Jun-05	TR	N/A
9313	DANIELS	18-Aug-04	31-Oct-04	SA	N/A
5074	HENDRIKS	01-Jul-02	30-Jul-02	FD	N/A
8540	SCHNEIDER	28-Apr-07	13-Jun-07	TR	N/A

Note that MROs often receive multiple reports from the same RS. That means they compete with themselves...

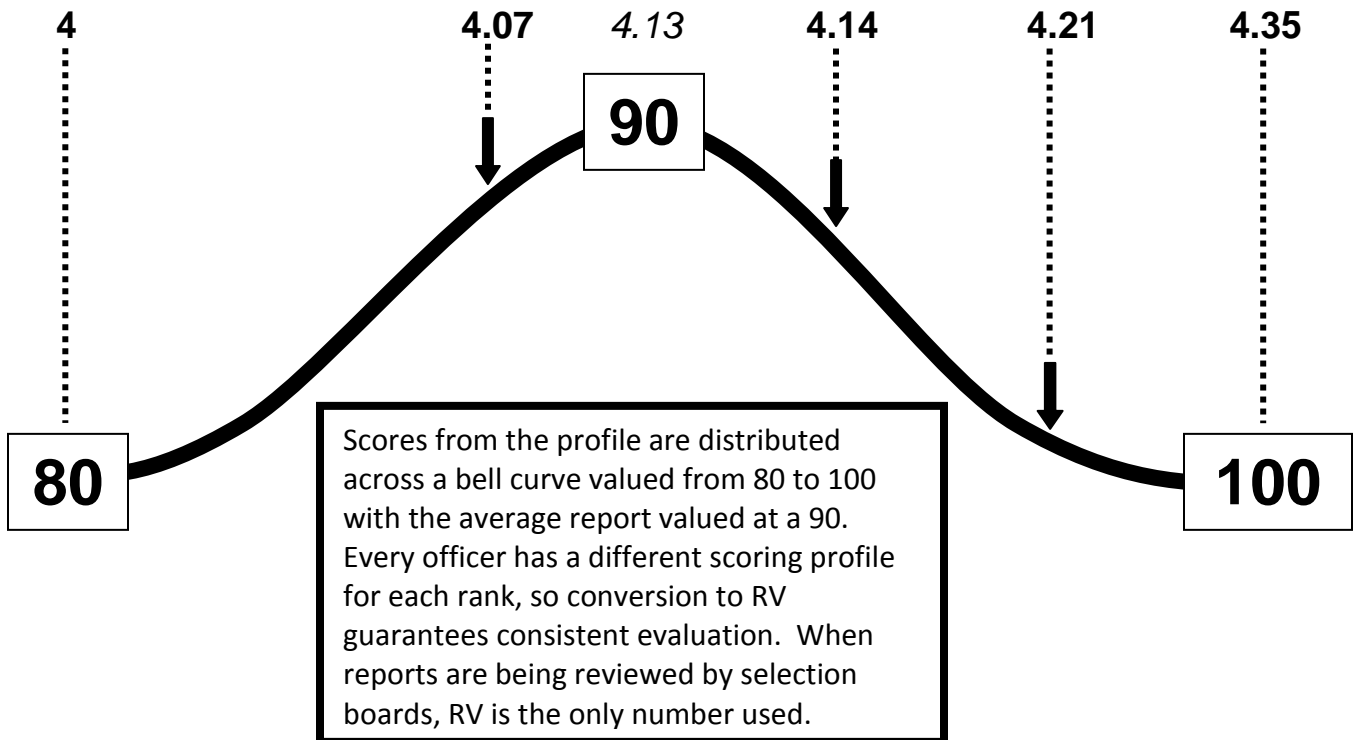
High, Low, & Avg scores are reflected in the 1stLt profile above

Average By MRO Grade: 4.13

**Relative Value (RV)**

“Grading the Grader” RV is the Fitrep system’s way of compensating for grading differences between Reporting Seniors. Like weighted points in a GPA, RV ensures that all Fitreps are fair and consistent no matter how “tough” or “easy” the individual grader is.

**Example Relative Value Chart:**



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## Reviewing Officer Comparative Assessment

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Item 3 of Section K of the Fitrep on Page 5 where the RO ranks the MRO on an 8-block vertical scale commonly referred to as the “Christmas Tree.” The RO compares the MRO to all Marines (past and present) of the grade whose professional abilities are known to the RO. (See par 4014 and Appendix G of the PES)

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## Report Comments

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Complimenting the score and ranking of the report, the comments provided on Page 5 by the RS and RO serve to summarize the MRO’s performance during the reporting period. Among other relevant information, comments should reflect:

- a) Demonstrated proficiency in execution of assigned duties
- b) Demonstrated leadership ability
- c) Endorsement for promotion and increased responsibility

Comments are designed to clarify the score or rank of the report. For that matter, the flavor of the comments should match the score.

*\*Note\* Any adverse comment renders the entire report adverse. Forgettable performance must be matched by forgettable comments...not negative comments. This is part of the “art” of Fitrep writing that you will learn with time and experience.*

### Example Promotion Endorsement Continuum:

<b>Best Performer Ever:</b>	Recommended for promotion ahead of contemporaries/peers
<b>(Accelerated Promotion)</b>	<b>**Note: Per para 4003.7d, pg 4-12 of the PES, Accelerated Promotion recommendation requires justification using Addendum page – do not mark any block in SECT A, Item 7.**</b>
<b>Top Performer:</b>	An absolute must for promotion My Highest recommendation for promotion
<b>Middle of the Pack:</b>	Highly recommended for promotion Promote at first opportunity Strongly recommended for promotion
<b>Weak Performer:</b>	Recommended for promotion Promote with peers Promote Nothing (saying nothing...says a lot)

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**Example Section I Comments: *Top Performer***

1. Marine Reported On:				2. Occasion and Period Covered:		
a. Last Name	b. First Name	c. MI	d. SSN	a. OCC	b. From	To
WILLIAMS	ROY	A	xxxxx6789	TR	20090105	20090704
<b>I. DIRECTED AND ADDITIONAL COMMENTS</b>						
<p>Sergeant Williams is an immensely talented and effective NCO who operates at a level beyond the grasp of his peers. Hand selected to assume a SNCO billet; he completely outperformed two seasoned Staff Sergeants. An absolute technical expert whose professional skill rivals that of an officer. He directs the various administrative and training requirements of his unit without fault. Demonstrates impeccable moral character and a matchless ability among his peers to lead and inspire Marines and Sailors. The Corps could not find a finer ambassador for recruiting duty. Highly recommended for any officer commissioning program. An absolute must for promotion.</p> <p>DIRECTED COMMENT: SECT. A, ITEM 6a: MRO was the subject of a Navy and Marine Corps Achievement Medal on 20090704.</p>						

**PROFICIENCY:** MOS skills and ability to execute assigned duties

**LEADERSHIP:** How well does MRO lead, mentor Marines & Sailors

**PROMOTION:** How strongly do you feel MRO should be promoted

**Example Section I Comments: *Middle of the Pack***

1. Marine Reported On:				2. Occasion and Period Covered:		
a. Last Name	b. First Name	c. MI	d. SSN	a. OCC	b. From	To
WILLIAMS	ROY	A	xxxxx6789	TR	20090105	20090704
<b>I. DIRECTED AND ADDITIONAL COMMENTS</b>						
<p>Sergeant Williams is a talented NCO whose performance during the period was outstanding. Filling a SNCO billet, he quickly mastered his responsibilities and guided his section to superior results. A superb technician with impressive MOS and professional skills, he directed the various administrative and training requirements of his unit with impressive precision. A mature and dedicated leader who provides a guiding a steady influence on his Marines and Sailors. Sergeant Williams is highly recommended for promotion and billets of increased responsibility.</p> <p>DIRECTED COMMENT: SECT. A, ITEM 6a: MRO was the subject of a Navy and Marine Corps Achievement Medal on 20090704</p>						



## Example Section I Comments: *Weak Performer*

1. Marine Reported On:				2. Occasion and Period Covered:		
a. Last Name	b. First Name	c. MI	d. SSN	a. OCC	b. From	To
WILLIAMS	ROY	A	xxxxx6789	TR	20090105	20090704
I. DIRECTED AND ADDITIONAL COMMENTS						
<p>Sergeant Williams is an effective NCO who operates at a level expected of a Marine with his rank and experience. Demonstrates the leadership and technical skills required to accomplish assigned billet responsibilities. Directs the various administrative and training requirements of his unit with limited guidance. Promote.</p>						

**PROFICIENCY:** MOS skills and ability to execute assigned duties

**LEADERSHIP:** How well does MRO lead, mentor Marines & Sailors

**PROMOTION:** How strongly do you feel MRO should be promoted

Remember that any adverse comment renders the entire report adverse. Documenting weak performance often takes more time and creative writing skill.

Note the unenthusiastic promotion endorsement for the weak performer. That's a clear signal to any selection board that this Marine is not competitive with his/her peer group.

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### Additional Resources

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#### ***Check Reporting History:***

**[https://www.mmsb.usmc.mil/PESQuery/Date\\_Gap.aspx](https://www.mmsb.usmc.mil/PESQuery/Date_Gap.aspx)**

- Click *Check Fitness Report Status* under "Online Applications"

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***View OMPF with Reporting Lists & Profile:*** log on to MOL and click OMPF tab, RS/RO tabs as applicable.

### Example Fitness Report:

USMC FITNESS REPORT (1610) NAVMC 10835A (Rev. 1-01) (WN 3.1) PREVIOUS EDITIONS WILL NOT BE USED		<b>DRAFT COPY</b>		<b>DO NOT STAPLE THIS FORM</b>	
<b>COMMANDANT'S GUIDANCE</b>					
<p>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.</p>					
<b>A. ADMINISTRATIVE INFORMATION</b>					
1. Marine Reported On:					
a. Last Name	b. First Name	c. MI	d. SSN	e. Grade	f. DOR
WILLIAMS	ROY	A	████████ 6789	SGT	20070101
g. PMOS	h. BILMOS				
1833	1833				
2. Organization:					
a. MCC	b. RUC	c. Unit Description			
19G	21810	2D ASSAULT AMPHIBIAN BATTALION			
3. Occasion and Period Covered:			4. Duty Assignment ( descriptive title):		
a. OCC	b. From	To	c. Type		
TD	20090105	20090704	N	AAV SECTION LEADER	
5. Special Case:			6. Marine Subject Of:		7. Recommended For Promotion:
a. Adverse	b. Not Observed	c. Extended	a. Commendatory Material	b. Derogatory Material	c. Disciplinary Action
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Special Information:			9. Duty Preference:		
a. QUAL	E S	d. HT(in.)	70	g. Reserve Component	
b. PFT	A272	e. WT	175	h. Future Use	
c. Status		f. Body Fat		i. Future Use	
			a. Code b. Descriptive Title		
			1st	Y41	RECRUITING DUTY - 1ST DISTRICT
			2nd	Y43	RECRUITING DUTY - 6TH DISTRICT
			3rd	Y04	FMF WEST COAST
10. Reporting Senior:					
a. Last Name	b. Initc. Service	d. SSN	e. Grade	f. Duty Assignment	
NEDER	TC USMC	████████ 4321	1STLT	PLATOON COMMANDER	
11. Reviewing Officer:					
a. Last Name	b. Initc. Service	d. SSN	e. Grade	f. Duty Assignment	
REHDER	RB USMC	████████ 2333	CAPT	COMPANY COMMANDER	
<b>B. BILLET DESCRIPTION</b>					
<p>-Insure 100% accountability of Marines, equipment, SL-3 and serialized gear maintained by section.</p> <p>-Strive to develop junior Marines personally, physically and professionally.</p> <p>-Serve as a mentor and subject matter expert for MOS related training.</p> <p>-Serve in an advisory and supervisory role during annual maintenance, preventative maintenance and corrective maintenance of section's AAVs.</p> <p>-Assist Platoon Sergeant with personnel administration to include accountability, required counseling, and provide accurate and timely recommendations of pro/con markings for all Marines in section.</p> <p>-Assist with tactical and operational management of (4) AAVs, and crews in accordance with the appropriate SOPs. Apply ORM in all training and maintenance.</p>					
<b>C. BILLET ACCOMPLISHMENTS</b>					
<p>-Flawlessly coordinated and supervised technical, administrative, and training requirements for a 16-member AAV section</p> <p>-Instrumental in the modification of 53 Assault Amphibian Vehicles as part of a reconstitution of AAV assets in 2d Marine Division</p> <p>-Successfully completed qualification course for Enhanced Marksmanship Instructor</p> <p>-Assisted with martial arts training for more than 250 Marines within the battalion</p> <p>-Supervised a hand selected AAV detachment that successfully participated in CG II MEF level capabilities exercise</p> <p>-Selected to attend Recruiter's School</p>					

<b>DRAFT COPY</b>							
1. Marine Reported On:				2. Occasion and Period Covered:			
a. Last Name		b. First Name	c. MI	d. SSN	a. OCC	b. From	To
WILLIAMS		ROY	A	██████████ 6789	TD	20090105	20090704
<b>D. MISSION ACCOMPLISHMENT</b>							
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	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 efficiency.				N/O
A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	Competent. Possesses the requisite range of skills and knowledge commensurate with grade and experience. Understands and articulates basic functions related to mission accomplishment.	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 seniors.				N/O
A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JUSTIFICATION:							
<b>E. INDIVIDUAL CHARACTER</b>							
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	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.				N/O
A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	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.				N/O
A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	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.				N/O
A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JUSTIFICATION:							
-On his own time, MRO created, populated, and integrated an administrative and training database which focused limited resources and dramatically increased the readiness of the entire platoon							
NAVMC 10835B (Rev. 1-01) (WN 3.1)				PAGE 2 OF 5			

<b>DRAFT COPY</b>							
<b>1. Marine Reported On:</b>				<b>2. Occasion and Period Covered:</b>			
a. Last Name		b. First Name		c. MI	d. SSN	a. OCC	b. From To
WILLIAMS		ROY		A	████████ 6789	TD	20090105 20090704
<b>F. LEADERSHIP</b>							
<b>1. LEADING SUBORDINATES.</b> 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
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. DEVELOPING SUBORDINATES.</b> 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
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>3. SETTING THE EXAMPLE.</b> 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' self-improvement efforts.	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/O
A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>4. ENSURING WELL-BEING OF SUBORDINATES.</b> 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 <i>Mission first, Marines always</i> , into action.				N/O
A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>5. COMMUNICATION SKILLS.</b> 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, intelligent, 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
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>JUSTIFICATION:</b>							
NAVMC 10835C (Rev. 1-01) (WN 3.1)						PAGE 3 OF 5	

<b>DRAFT COPY</b>							
1. Marine Reported On:				2. Occasion and Period Covered:			
a. Last Name		b. First Name	c. MI	d. SSN	a. OCC	b. From	To
WILLIAMS		ROY	A	6789	TD	20090105	20090704

**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.

<b>ADV</b>	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 services issues. Engages in a broad spectrum of forums and dialogues.		N/O
------------	---	--	--	--	-----

A <input type="checkbox"/>	B <input type="checkbox"/>	C <input type="checkbox"/>	D <input checked="" type="checkbox"/>	E <input type="checkbox"/>	F <input type="checkbox"/>	G <input type="checkbox"/>	H <input type="checkbox"/>
-------------------------------	-------------------------------	-------------------------------	--	-------------------------------	-------------------------------	-------------------------------	-------------------------------

**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.

<b>ADV</b>	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.	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.		N/O
------------	---	--	--	--	-----

A <input type="checkbox"/>	B <input type="checkbox"/>	C <input type="checkbox"/>	D <input type="checkbox"/>	E <input checked="" type="checkbox"/>	F <input type="checkbox"/>	G <input type="checkbox"/>	H <input type="checkbox"/>
-------------------------------	-------------------------------	-------------------------------	-------------------------------	--	-------------------------------	-------------------------------	-------------------------------

**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.

<b>ADV</b>	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 interest 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 <input type="checkbox"/>	B <input type="checkbox"/>	C <input type="checkbox"/>	D <input type="checkbox"/>	E <input checked="" type="checkbox"/>	F <input type="checkbox"/>	G <input type="checkbox"/>	H <input type="checkbox"/>
-------------------------------	-------------------------------	-------------------------------	-------------------------------	--	-------------------------------	-------------------------------	-------------------------------

**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.

<b>ADV</b>	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 given.	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 <input type="checkbox"/>	B <input type="checkbox"/>	C <input type="checkbox"/>	D <input type="checkbox"/>	E <input type="checkbox"/>	F <input type="checkbox"/>	G <input type="checkbox"/>	H <input checked="" type="checkbox"/>
-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------	--

**JUSTIFICATION:**

<b>DRAFT COPY</b>				2. Occasion and Period Covered:			
1. Marine Reported On:		b. First Name		c. MI		d. SSN	
a. Last Name		a. OCC		b. From		To	
WILLIAMS		ROY		A		6789 TD 20090105 20090704	

**I. DIRECTED AND ADDITIONAL COMMENTS**

-Sergeant Williams is an immensely talented and effective NCO who operates at a level beyond the grasp of his peers. Hand selected to assume this SNCO billet, he completely outperformed two seasoned Staff Sergeants. An absolute technical expert whose professional skill rivals that of an officer. He directs the various administrative and training requirements of his unit without fault. Demonstrates impeccable moral character and a matchless ability among his peers to lead and inspire Marines and Sailors. The Corps could not find a finer ambassador for recruiting duty. Highly recommended for any officer commissioning program. An absolute must for promotion.

DIRECTED COMMENT: SECT. A, ITEM 6a: MRO was the subject of a Navy and Marine Corps Achievement Medal on 20090704.

**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.

*Timothy C. Neder*  
\_\_\_\_\_  
(Signature of Reporting Senior)

2009 07 04  
(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	<input type="checkbox"/>	
ONE OF THE FEW	<input checked="" type="checkbox"/>	
EXCEPTIONALLY QUALIFIED MARINES	<input type="checkbox"/>	
ONE OF THE MANY HIGHLY QUALIFIED	<input type="checkbox"/>	
PROFESSIONALS WHO FORM THE MAJORITY OF THIS GRADE	<input type="checkbox"/>	
A QUALIFIED MARINE	<input type="checkbox"/>	
UNSATISFACTORY	<input type="checkbox"/>	<input type="checkbox"/>

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.

-Concur with RS assessment; MRO is one of the best Non-Commissioned Officers I have observed in 10 years of combined service

-Surpasses his peers in every measurable category

-Excellent candidate for MECEP or other officer program

-Sergeant Williams has my highest recommendation for promotion and billets of increased responsibility

5. I CERTIFY that to the best of my knowledge and belief all entries made hereon are true and without prejudice or partiality.

*Robert B. Rehder Jr.*  
\_\_\_\_\_  
(Signature of Reporting Senior)

2009 07 04  
(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

**L. ADDENDUM PAGE**

ADDENDUM PAGE ATTACHED:

2009 07

NAVMC 10835E (Rev. 1-01) (WN 3.1) PAGE 5 OF 5

APPENDIX J

MASTER BRIEF SHEET (MBS) EXPLANATION

MASTER BRIEF SHEET

CREATED: 01 Jun 2010

ADMINISTRATIVE INFORMATION (ORIGINATES FROM MCTF/SECTION CONTACT YOUR ADMIN SECTION FOR CORRECTIONS)									
NAME	SSN	GRADE	RANK	LCN	DOR	TIG	CURRENT DUTY/ASSIGNMENT	BILLET DESCRIPTION	DCTB
MARINE JS.	3000X	COL	05	12345678 # 20040301 J	6yr.3mo. 0. US CENTRAL COMMAND		J-3 FUTURE OPS OFFICER		2007100101
KEY/DATE SUMMARY	AWARDS		MILITARY/OCCUPATIONAL SPECIALTIES				TRAINING SUMMARY		LANGUAGES
DEAF	19910511	NC 1	PMOS0302 Infantry Officer	AMOS4			RIFLE S/38 200705	2007 SPANISH	
TIS	19yr. 1mo. 19910511	NA	AMOS 06026 Communications Officer	AMOS5			PISTOL E/370 200207		
PEBD	19910511		AMOS2	JOINT			PFT A/267 200809		
AFADBD			AMOS3	B MOS 9910 Unrestricted Officer			CFT A/278 200809		
OSCD	20000316						NCMAP TAN 200207		
ACC COMM	19910511								
DOR COMM	19910529								
DOR LDO									
DSG PILOT	19930521								
DCADB	20061101								
EAS	20070831								
MSR	20021001								
MRD	20110801								
EDUCATION SUMMARY									
CIVILIAN			MILITARY			PME			
1991	DOCTORATE EKRAKH BACCALAUREATE ENGLISH	0	1992	SUMMER MOUNTAIN LEADER		1995	PARACHUTE SKILLS PROGRAM		
			1993	INFANTRY OFFICER (185) BASIC SCHOOL (NOTG ICCONTD)					

MASTER BRIEF SHEET

CREATED: 01 Jun 2010

ADMINISTRATIVE INFORMATION (ORIGINATES FROM MCTF/SECTION CONTACT YOUR ADMIN SECTION FOR CORRECTIONS)									
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			PMOS					RIFLE	
TIS		12	AMOS1		13		14	PISTOL	
PEBD			AMOS2					PFT	15
AFADBD			AMOS3					CFT	16
OSCD								NCMAP	
ACC COMM	11								
DOR COMM									
DOR LDO									
DSG PILOT									
DCADB		17			18				19
EAS									
MSR									
MRD									
EDUCATION SUMMARY									
CIVILIAN			MILITARY			PME			

MBS LISTING	BIR/BTR LISTING	CORRECTING AUTHORITY	REFERENCE
1. NAME	NAME	UNIT DIARY	On-line MCTFSPRIUM
2. SSN	SSN	UNIT DIARY	On-line MCTFSPRIUM
3. GRADE	GRADE	ENLISTED: UNIT DIARY OFFICER: CMC (MMPR)	On-line MCTFSPRIUM
4. RANK DESCRIPTION: Automatic	N/A	UNIT DIARY	On-line MCTFSPRIUM
5. LINEAL NO: Lineal control number (officers only) HQMC planning data.	N/A	CMC (MMPR)	
6. DOR: Date of Rank; The date from which present rank is effective.	DOR	ENLISTED: UNIT DIARY OFFICER: CMC (MMPR)	
7. TIG: Time in Grade			On-line MCTFSPRIUM
8. CURRENT DUTY ASSIGNMENT		UNIT DIARY	On-line MCTFSPRIUM
9. BILLET DESCRIPTION		UNIT DIARY	On-line MCTFSPRIUM
10. DCTB: Date current Tour began.	DCTB	UNIT DIARY	On-line MCTFSPRIUM

## PERFORMANCE EVALUATION SYSTEM

MCO P1610.7F CH 2

<u>MBS LISTING</u>	<u>BIR/BTR LISTING</u>	<u>CORRECTING AUTHORITY</u>	<u>REFERENCE</u>
11. KEY DATE SUMMARY			
DEAF: Date of original entry into the Armed Forces.	DEAF	UNIT DIARY	On-line MCTFSPRIUM
TIS: Time in Service			On-line MCTFSPRIUM
PEBD: Pay entry base date.	PAY ENTRY BASE DTE	ENLISTED: UNIT DIARY OFFICERS: CMC (MMSB-10)	On-line MCTFSPRIUM
AFADBD: Armed Forces Active Duty Base Date; the date from which active duty time is computed and is adjustable for lost time or break in service.	AFADBD	UNIT DIARY	On-line MCTFSPRIUM
OSCD: Overseas control date.	DAUS DEPN RESTR	UNIT DIARY	On-line MCTFSPRIUM
ACC COMM: Date accepted first Marine Corps commission (initial appointment only).	N/A	UNIT DIARY	On-line MCTFSPRIUM
DOR COMM: The date accepted First Marine Corps Commission (initial Appointment only)	N/A	ACTIVE-(MCRC) RESERVE UNIT DIARY	On-line MCTFSPRIUM
DOR LDO: Date of rank of first commission as an LDO.	N/A	CMC (MMPR)	NAVMC 763
DSG PILOT: The date on which the Marine was designated a military pilot, naval aviator, or NFO.	N/A	CMC (MMAO)	On-line MCTFSPRIUM
DCADB: The Date Current Active Duty Began. Immediate reenlistment does not change this date.	N/A	UNIT DIARY	On-line MCTFSPRIUM
EAS: Expiration of active service.	EAS	ENLISTED: UNIT DIARY OFFICER (Reserve): On Active Duty: CMC (MMAO) SMCR/IRR: CMC (RAM)	On-line MCTFSPRIUM
MSR: Mandatory Retirement Separation Date	MSR		
MRD: Mandatory Removal Date	MRD		



<u>MBS LISTING</u>	<u>BIR/BTR LISTING</u>	<u>CORRECTING AUTHORITY</u>	<u>REFERENCE</u>
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	On-line MCTFSPRIUM SECNAVINST 1650.1
13. MILITARY OCCUPATIONAL SPECIALITIES			
PMOS: Primary MOS.	MOS	UNIT DIARY	On-line MCTFSPRIUM
AMOS1: First Additional MOS.	MOS	ENLISTED: UNIT DIARY OFFICER: ACTIVE-CMC (MMAA) RESERVE-CMC (RAM)	On-line MCTFSPRIUM
AMOS2: Second Additional MOS.	MOS		On-line MCTFSPRIUM
AMOS3: Third Additional MOS.	MOS		On-line MCTFSPRIUM
14. MILITARY OCCUPATIONAL SPECIALITIES			
AMOS4: Fourth Additional MOS.	MOS		On-line MCTFSPRIUM
AMOS5: Fifth Additional MOS.	MOS		On-line MCTFSPRIUM
JOINT:			On-line MCTFSPRIUM
BMOS:		UNIT DIARY	On-line MCTFSPRIUM
15. TRAINING SUMMARY			
RIFLE: Qualification status		UNIT DIARY	On-line MCTFSPRIUM
PISTOL: Qualification status		UNIT DIARY	On-line MCTFSPRIUM
PFT: Class/Score or status		UNIT DIARY	On-line MCTFSPRIUM
CFT: Class/Score or status		UNIT DIARY	On-line MCTFSPRIUM
MCMAP: Martial Arts qualification status		UNIT DIARY	On-line MCTFSPRIUM
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
17. CIVILIAN EDUCATION	CIV ED LEVEL	UNIT DIARY	On-line MCTFSPRIUM
18. MILITARY EDUCATION: Service Schools (including certain MCI courses) listed by course title and year in which completed. A maximum of eighteen schools may be listed.	SCHOOLS/ SPECIAL SKILLS	UNIT DIARY	On-line MCTFSPRIUM
19. PME			

PERFORMANCE EVALUATION SYSTEM

APPENDIX K

MASTER BRIEF SHEET (MBS)  
FITNESS REPORT LISTING

ADMINISTRATIVE SUMMARY					REPORTING SENIOR MARKINGS												REVIEWING OFFICER MARKINGS												
Grade	OCC	From	Months	Billet Description	Reporting Senior	Per	Pro	Co	EF	Inf	Las	Dev	Set	Em	Co	PME	Dec	Inf	Dist	Reviewing Officer	RO marks - same grade at processing								
B MOS	Type	To	Co	Adm	Command	Promote	Reports	Rpt Avg	RS Avg	RS High	Rpt at High	RV at Proc	Cum RV	Observer	Concur	RO marks - same grade cumulative													
Capt	QC	19990001	9	Company Commander	LtCol B		F	F	D	E	D	E	E	E	D	D	C	E	E	C	Col T	01	02	10	34	20	16	07	08
0302	N	19990003		1st Battalion 2d Marines	Yes		13 of 16	4.57	3.52	4.57	1	100.00	100.00	Suff	Yes	01	02	20	124	235	116	37	06						
Maj	AN	19990004	3	Operations Officer	LtCol B		E	E	C	E	E	D	D	E	D	E	C	E	D	D	Col R	01	02	10	24	20	26	07	08
0302	N	19990001		1st Battalion 2d Marines	Yes		4 of 7	4.36	4.13	4.50	1	96.11	96.11	Suff	Yes	01	12	20	74	78	56	07	08						
Maj	CH	19990001	6	Operations Officer	LtCol B		E	E	D	E	E	D	D	E	D	E	C	E	E	D	Col A	01	02	10	34	20	16	07	08
0302	N	20000119		1st Battalion 2d Marines	Yes		7 of 7	4.50	4.13	4.50	2	100.00	100.00	Suff	Yes	01	02	20	44	176	126	77	09						
Maj	TR	20000119	3	BN Executive Officer	LtCol S		F	F	D	D	G	F	E	F	D	D	D	D	D	E	Col A	01	02	10	34	20	26	07	08
0302	N	20000414		1st Battalion 2d Marines	Yes		6 of 14	4.93	4.46	4.93	1	100.00	100.00	Suff	Yes	01	02	20	44	176	126	77	09						

A. ADMINISTRATIVE SUMMARY

1. GRADE. This information reflects the MRO's grade per section A, item 1e (Grade), of the fitness report.
2. B MOS. This information reflects the billet MOS of the duty to which the MRO was assigned per section A, item h (BILMOS) of the fitness report.
3. OCC. This information reflects the occasion for submitting the report per section A, item 3a (OCC) of the fitness report.
4. TYPE DUTY. This information reflects the type of the MRO's duty per section A, item 3c (Type), of the fitness report. The letters indicating the type duty are "A" (Academic & Training Duty), "N" (Normal peace time reporting), "C" (Combat), "J" (Joint Duty), and "B" (both Combat and Joint).
5. FROM DATE/TO DATE
  - a. FROM DATE. This information reflects the beginning date of the reporting period per section A, item 3b (From) of the fitness report.
  - b. TO DATE. This information reflects the ending date of the reporting period per section A, item 3b (To) of the fitness report.
6. MONTHS. Number of months covered by the specific fitness report.
7. COM. An "X" appearing under this column indicates that the MRO was subject to commendatory material during the reporting period per section A, item 6a (Marine Subject of Commendatory Material) of the fitness report.
8. ADV. An "X" appearing under this column indicates the report is adverse, per section A, item 5a (Special Case: Adverse) or item 6b (Derogatory Material) or item 6c (Disciplinary Action) of the fitness report.
9. BILLET DESCRIPTION. This information reflects the primary duty to which the MRO was assigned per section A, item 4 (Duty Assignment (descriptive title)), of the fitness report.

---

**PERFORMANCE EVALUATION SYSTEM**

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
PRO-Proficiency	DEV-Develop Subordinates	Military Education
COU-Courage	SET-Setting the Example	DEC-Decision Making
EFF-Effectiveness	ENS-Ensuring Well-Being	Ability
Under Stress	of Subordinates	JUD-Judgment
INI-Initiative	CO-Communication Skills	*EVAL-Evaluation
		Responsibilities

\* Applies 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.

---

**PERFORMANCE EVALUATION SYSTEM**

**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.

---

## **FITREP WORKSHOP ASSIGNMENT: Sgt Bobby Rivera**

**After reviewing all information in the SHO, you will be prepared to practice what you have learned. Read the case study, complete the assigned tasks, and BPT discuss your work during the DG.**

---

### **Introduction**

It is 1 April 2011 and you have been the platoon commander of 2d Plt, Golf Co, 2d Bn, 8th Marines since 1 Feb 2010. During that time you have conducted numerous field exercises, including battalion training deployments to both 29 Palms for a Mojave Viper and to Bridgeport, CA for cold weather training. As your company starts a week long operational pause to verify REDs and SGLI information and get caught up on medical and dental readiness, you find out that one of your sergeants, Sgt Bobby Rivera, has just received PCS orders to Quantico with a report date NLT 7 May. He has decided to request 3 weeks of leave in conjunction and will officially leave your plt in 2 weeks on 15 April 2011.

### **Sgt Rivera's Performance**

---

Sgt Rivera, an 0311, is one of your squad leaders. He was promoted to Sgt on 1 Feb 2010, your first day in G/2/8. During your turnover with the previous platoon commander, he explained that Sgt Rivera was a great leader, but only average at PT. Since you've been platoon commander, you've seen Sgt Rivera consistently go out of his way to train his fire team leaders in everything from OSMEAC, to land nav, to uniform regulations. While he's not the most technically or tactically proficient Sgt in your platoon or in the company, he always works to better himself and takes learning his profession very seriously. Last fall, he volunteered to attend Sgts Course and graduated in the top 20% of his class (received a Not Observed report dated 2 Sept 2010 – 15 Oct 2010). He also qualified expert with rifle and pistol prior to going to Sergeant's Course and received a Navy and Marine Corps Achievement Medal on 1 March 2011.

Sgt Rivera's PT performance leaves slightly more to be desired. His last PFT score was a 227 (run Jan of 2011) and he typically hovers around 12 pull ups and a 24 minute 3 mile run time. You rarely see him in the gym or out running on his own. He is 68" tall and weighs 186, but his body fat percentage is still within regulations at 18%.

The last four of Sgt Rivera's SSN are 4616.

Your company commander's name is Capt Chris G. Carter and his last four are 2895. Your unit MCC is V28 and your RUC is 28582.

**This is your RS profile list for Sergeants. The profiles are the same, one is listed in order of date and one is listed in order of Fitrep score. Fill in the 5 boxes below (only one for the below profiles) and then use that information to fill out Sgt Rivera's Sections A and I. Use the letter boxes to assign him a numeric score for this Fitrep, depending on where you want to place him.**

SGT

3124	JOHNSON	1-FEB-10	10-APR-10	EN	4.30
9480	MARCOUX	1-FEB-10	16-APR-10	CH	4.12
1384	WILLIS	31-MAR-10	31-MAR-11	AN	3.90
4616	RIVERA	1-APR-10	1-SEP-10	TD	3.84
4616	RIVERA	1-FEB-10	31-MAR-10	AN	3.71
5643	DAVIS	31-MAR-10	31-MAR-11	AN	3.70
5643	DAVIS	1-FEB-10	31-MAR-10	AN	3.65
1384	WILLIS	1-FEB-10	31-MAR-10	AN	3.51
6933	TINO	1-APR-10	25-OCT-10	CH	3.44

Average By MRO Grade:

4616	RIVERA	1-FEB-10	31-MAR-10	AN	3.71
5643	DAVIS	1-FEB-10	31-MAR-10	AN	3.65
1384	WILLIS	1-FEB-10	31-MAR-10	AN	3.51
3124	JOHNSON	1-FEB-10	10-APR-10	EN	4.30
9480	MARCOUX	1-FEB-10	16-APR-10	CH	4.12
4616	RIVERA	1-APR-10	1-SEP-10	TD	3.84
6933	TINO	1-APR-10	25-OCT-10	CH	3.44
5643	DAVIS	31-MAR-10	31-MAR-11	AN	3.70
1384	WILLIS	31-MAR-10	31-MAR-11	AN	3.90

Average By MRO Grade:

**Reporting Senior's Profile**  
**2ndLt Yourname Here**

SSN: \_\_\_\_\_

As of: 20110401

<b>Grade</b>	<b>Average</b>	<b># of Report</b>	<b>High</b>	<b>Low</b>
1STLT	0.00	0	0.00	0.00
2NDLT	0.00	0	0.00	0.00
CWO2	0.00	0	0.00	0.00
1STSGT	0.00	0	0.00	0.00
MSGT	0.00	0	0.00	0.00
GYSGT	0.00	0	0.00	0.00
SSGT	0.00	0	0.00	0.00
SGT	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

USMC FITNESS REPORT (1610)  
 NAVMC 10835 (Rev. 7-11) (EF)  
 PREVIOUS EDITIONS WILL NOT BE USED  
 FOUO - Privacy sensitive when filled in.

**COMMANDANT'S GUIDANCE**

**DO NOT STAPLE  
THIS FORM**

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 Case:**

a. Adverse	b. Not Observed	c. Extended
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**6. Marine Subject Of:**

a. Commendatory Material	b. Derogatory Material	c. Disciplinary Action
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**7. Recommended For Promotion:**

a. Yes	b. No	c. N/A
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**8. Special Information:**

a. QUAL	d. HT(in.)	g. Reserve Component
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. PFT	e. WT	h. Status
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. CFT	f. Body Fat	i. Future Use
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**9. Duty Preference:**

a. Code	b. Descriptive Title
1st	<input type="checkbox"/>
2nd	<input type="checkbox"/>
3rd	<input type="checkbox"/>

**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**

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**C. BILLET ACCOMPLISHMENTS**

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<b>1. Marine Reported On:</b>				<b>2. Occasion and Period Covered:</b>						
a. Last Name		b. First Name		c. MI	d. SSN	a. OCC		b. From	To	
<b>D. MISSION ACCOMPLISHMENT</b>										
<p><b>1. PERFORMANCE.</b> 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.</p>										
<b>ADV</b>	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 efficiency.							<b>N/O</b>
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<p><b>2. PROFICIENCY.</b> 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.</p>										
<b>ADV</b>	Competent. Possesses the requisite range of skills and knowledge commensurate with grade and experience. Understands and articulates basic functions related to mission accomplishment.	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 seniors.							<b>N/O</b>
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>JUSTIFICATION:</b>										
<b>E. INDIVIDUAL CHARACTER</b>										
<p><b>1. COURAGE.</b> 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.</p>										
<b>ADV</b>	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.							<b>N/O</b>
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<p><b>2. EFFECTIVENESS UNDER STRESS.</b> 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.</p>										
<b>ADV</b>	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.							<b>N/O</b>
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<p><b>3. INITIATIVE.</b> 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.</p>										
<b>ADV</b>	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.							<b>N/O</b>
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>JUSTIFICATION:</b>										



<b>1. Marine Reported On:</b>				<b>2. Occasion and Period Covered:</b>			
a. Last Name		b. First Name	c. MI	d. SSN	a. OCC	b. From To	
<b>G. INTELLECT AND WISDOM</b>							
1. PROFESSIONAL MILITARY EDUCATION (PME). Commitment to intellectual growth in ways beneficial to the Marine Corps. Increases the breadth and depth of warghting 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 services issues. Engages in a broad spectrum of forums and dialogues.		N/O
A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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.		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.		N/O
A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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 interest 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
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JUSTIFICATION:							
<b>H. FULFILLMENT OF EVALUATION RESPONSIBILITIES</b>							
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 given.		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
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JUSTIFICATION:							

1. Marine Reported On:				2. Occasion and Period Covered:		
a. Last Name	b. First Name	c. MI	d. SSN	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.

(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

(Date in YYYYMMDD format)

**K. REVIEWING OFFICER COMMENTS**

1. OBSERVATION: <input type="checkbox"/> Sufficient <input type="checkbox"/> Insufficient	2. EVALUATION: <input type="checkbox"/> Concur <input type="checkbox"/> 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.	<b>DESCRIPTION</b>		<b>COMPARATIVE ASSESSMENT</b>
	THE EMINENTLY QUALIFIED MARINE	<input type="checkbox"/>	
	ONE OF THE FEW EXCEPTIONALLY QUALIFIED MARINES	<input type="checkbox"/>	
	ONE OF THE MANY HIGHLY QUALIFIED PROFESSIONALS WHO FORM THE MAJORITY OF THIS GRADE	<input type="checkbox"/>	
	A QUALIFIED MARINE	<input type="checkbox"/>	
	UNSATISFACTORY	<input type="checkbox"/>	
		<input type="checkbox"/>	

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.

(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

(Date in YYYYMMDD format)

**L. ADDENDUM PAGE**

ADDENDUM PAGE ATTACHED:  YES

---

**Be prepared to discuss the following questions:**

- 1. How many days do you have to do Sgt Rivera's Fitrep? By what date should you have given it to him, if possible?**
- 2. What was the occasion for his last Fitrep?**
- 3. What is the occasion for this Fitrep and why?**
- 4. Including the Fitrep you give him, how many will Sgt Rivera have by the time he leaves Golf 2/8?**
- 5. Why isn't Sgt Rivera's rifle or pistol score recorded on this Fitrep?**
- 6. Why do you have 5 reports where the "from" time is 1 Feb 10?**
- 7. Why did Sgt Johnson get a Fitrep from you?**
- 8. Does it matter what letter grades you assigned Sgt Rivera? Why or why not?**
- 9. Who are some people you could send this report to for a Command Review?**
- 10. This Fitrep was filled out in pen. What would you use to fill out a real Fitrep and where would you find it?**

