FITNESS REPORTS
B3K3738
STUDENT HANDOUT
Fitness Report I, II, III & DG

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:

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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)


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.
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.

The Key Players

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

*Marine Reported On (MRO)*
Any officer or enlisted member sergeant through major general who is the subject of the performance evaluation.

*Reporting Senior (RS)*
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.

*Reviewing Officer (RO)*
Generally the first (commissioned) officer or GS-10 in the RS’s chain of command

*Third Officer Sighter*
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.

The Audience

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.
Fitness Report Score and Reporting Senior Profile

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...

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

Example Profile List:
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:

Scores from the profile are distributed across a bell curve valued from 80 to 100 with the average report valued at a 90. Every officer has a different scoring profile for each rank, so conversion to RV guarantees consistent evaluation. When reports are being reviewed by selection boards, RV is the only number used.
Reviewing Officer Comparative Assessment

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)

Report Comments

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:

**Best Performer Ever:** Recommended for promotion ahead of contemporaries/peers

(Accelerated Promotion) **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.**

**Top Performer:** An absolute must for promotion
My Highest recommendation for promotion

**Middle of the Pack:**
Highly recommended for promotion
Promote at first opportunity
Strongly recommended for promotion

**Weak Performer:**
Recommended for promotion
Promote with peers
Promote
Nothing (saying nothing…says a lot)
## Example Section I Comments: *Top Performer*

<table>
<thead>
<tr>
<th>1. Marine Reported On:</th>
<th>2. Occasion and Period Covered:</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Last Name</td>
<td>b. First Name</td>
</tr>
<tr>
<td>WILLIAMS</td>
<td>ROY</td>
</tr>
</tbody>
</table>

### 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 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.

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

### 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

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

<table>
<thead>
<tr>
<th>1. Marine Reported On:</th>
<th>2. Occasion and Period Covered:</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Last Name</td>
<td>b. First Name</td>
</tr>
<tr>
<td>WILLIAMS</td>
<td>ROY</td>
</tr>
</tbody>
</table>

### I. DIRECTED AND ADDITIONAL COMMENTS

-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 steadying influence on his Marines and Sailors. Sergeant Williams is highly recommended for promotion and billets of increased responsibility.

DIRECTED COMMENT: SECT. A, ITEM 6a: MRO was the subject of a Navy and Marine Corps Achievement Medal on 20090704.
Example Section I Comments:  **Weak Performer**

<table>
<thead>
<tr>
<th>1. Marine Reported On:</th>
<th>2. Occasion and Period Covered:</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Last Name</td>
<td>b. First Name</td>
</tr>
<tr>
<td>WILLIAMS</td>
<td>ROY</td>
</tr>
</tbody>
</table>

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I. DIRECTED AND ADDITIONAL COMMENTS

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.

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**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

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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

**Check Reporting History:**


- Click *Check Fitness Report Status* under “Online Applications”

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

1. Marine Reported On:
   a. Last Name: WILLIAMS
   b. First Name: ROY
   c. MI: A
   d. SSN: 6789
   e. Grade: SGT
   f. DOR: 20070101
   g. PMOS: 1833
   h. BILMOS: 1833

2. Organization:
   a. MCC: 19G
   b. RUC: 21810
   c. Unit Description: 2D ASSAULT AMPHIBIAN BATTALION

3. Occasion and Period Covered:
   a. OCC: TD
   b. From: 20090105
   c. To: 20090704
   d. Type: N

4. Duty Assignment (descriptive title):
   a. Code: Y41
   b. Descriptive Title: RECRUITING DUTY - 1ST DISTRICT

5. Special Case:
   a. Adverse: No
   b. Not Observed: No
   c. Extended: No

6. Marine Subject Of:
   a. Commandary: Material
   b. Disciplinary: Material
   c. Action: Action

7. Recommended For Promotion:
   a. Yes: No
   b. No: Yes
   c. N/A: N/A

8. Special Information:
   a. QUAL: E
   b. HT(in.): 70
   c. Status: Body Fat
   d. PFT: A272
   e. WT: 175
   f. Future Use: Future Use

9. Duty Preference:
   a. Code: Y43
   b. Descriptive Title: RECRUITING DUTY - 6TH DISTRICT

10. Reporting Senior:
    a. Last Name: NIDER
    b. Incl. Service: TC
    c. SSN: 4321
    d. Grade: 1STLT
    e. Duty Assignment: PLATOON COMMANDER

11. Reviewing Officer:
    a. Last Name: RBIDER
    b. Incl. Service: RB
    c. SSN: 2333
    d. Grade: CAPT
    e. Duty Assignment: COMPANY COMMANDER

B. BILLET DESCRIPTION

- Insure 100% accountability of Marines, equipment, SI-3 and serialized gear maintained by section.
- Strive to develop junior Marines personally, physically and professionally.
- Serve as a mentor and subject matter expert for MOS related training.
- Serve in an advisory and supervisory role during annual maintenance, preventative maintenance and corrective maintenance of section's AVVs.
- 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.
- Assist with tactical and operational management of (4) AVVs, and crews in accordance with the appropriate SOPs. Apply ORM in all training and maintenance.

C. BILLET ACCOMPLISHMENTS

- Flawlessly coordinated and supervised technical, administrative, and training requirements for a 16-member AAV section
- Instrumental in the modification of 53 Assault Amphibian Vehicles as part of a reconstitution of AAV assets in 2D Marine Division
- Successfully completed qualification course for Enhanced Marksmanship Instructor
- Assisted with martial arts training for more than 250 Marines within the battalion
- Supervised a hand selected AAV detachment that successfully participated in CG II MEF level capabilities exercise
- Selected to attend Recruiter's School
1. **Marine Reported On:**
   - a. Last Name: WILLIAMS
   - b. First Name: ROY
   - c. MI: A
   - d. SSN: 6789
   - e. OCC: TD
   - f. From: 20090105
   - g. To: 20090704

2. **Occasion and Period Covered:**
   - a. OCC: TD
   - b. From: 20090105
   - c. To: 20090704

**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 unit’s success above personal reward. Indicators are time and resource management, task prioritization, and latency 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 improving unit performance.
   - Habitually makes effective use of time and resources; improves billets procedures and products. Positive impact extends beyond billet expectations.
   - Results far beyond expectations. Recognized for superior effort. Promotes opportunities.
   - N/O

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**
   - Demonstrates the requisite range of skills and knowledge commensurate with grade and experience. Translates technical knowledge into basic functions related to mission accomplishment.
   - Expertise, education experience consistently enhance mission accomplishment. Innovative solution to problem; support role. Effectively imparts skills to subordinates.
   - Professional in field. Knowledge and skills impact far beyond those of peers. Translates broad-based educational experience into forward thinking, innovative actions. Makes immeasurable impact on mission accomplishment.
   - N/O

**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. Consistent, 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 face of moral dilemmas 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

2. **EFFECTIVENESS UNDER STRESS.** Thinks, functions and leads effectively under conditions of physical and/or mental pressure. Maintains high standards of performance under the pressure, while displaying every 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 in chaos through application of intuition, problem-solving skills and leadership. Composure reassures others.
   - Demonstrates action-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

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**
   - Takes initiative in the absence of specific direction. Acts commensurate with grade, training and experience.
   - 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

**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 10355B (Rev. 1-01) (WN 3.1)**
1. Martino Reported On: 
   a. Last Name  b. First Name  c. MI  d. SSN
   WILLIAMS  ROY  A  6789  TD
   2. Occasion and Period Covered:
   a. OCC  b. From  To
   20091005  20090704

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 personal influence to influence subordinates to accomplish assigned tasks. Maintaining discipline 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 to accomplish specific, realistic, and challenging goals and objectives to maximize performance. Enhances performance through constructive supervision. Fosters motivation and enhances morale. Builds and sustains teams that successfully meet mission requirements. Enforces safety regulations and ensures subordinate adherence to the Marine Corps code of conduct.

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. Engages subordinates in the decision-making process. Recognizes and rewards subordinates for their achievements. Maintains subordinates' loyalty and trust in the leader and their unit.

N/O

2. DEVELOPING SUBORDINATES. Commitment to train, educate, and challenge all Marines regardless of race, religion, ethnic background, or gender. Stresses personal and professional development of subordinates. Developing teams 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.

Maintains and develops an atmosphere that encourages personal and professional development of subordinates. Challenges subordinates to exceed their perceived potential thereby enhancing unit morale and effectiveness. Creates an environment where all subordinates find the opportunity to learn through trial and error. As a mentor, prepares subordinates for increased responsibilities and duties.

N/O

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. Bears, demeanor, and self-discipline are elements.

ADV Maintains Marine Corps standards for appearance, weight, and uniform wear. Demonstrates a high level of personal fitness and adherence to physical fitness. Adheres to the values of the Marine Corps core values.

PERSONAL conduct on and off duty reflects the Marine Corps standards for appearance, weight, and uniform wear. Demonstrates moral character and a high level of personal fitness. Adheres to the values of the Marine Corps core values. Encourages others to self-improvement efforts.

N/O

4. ENSURING WELL-BEING OF SUBORDINATES. Genuine interest in the well-being of Marines. Efforts enhance subordinates' ability to concentrate/focus on 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 pertaining 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 reinforces a sense of responsibility among Junior Marines for themselves and their subordinates. Actively fosters the development of subordinates for leadership roles. Provides support for programs that improve their ability to contribute to unit mission accomplishment. Efforts to enhance subordinates' welfare improve the unit's ability to accomplish its mission.

N/O

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. Interpersonal, allowing others to perceive problems and situations, provide concise guidelines, and express complex ideas in a form easily understood by everyone. Allows subordinates to ask questions, raise issues, and express opinions.

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. Accepts in writing and verbal communication the highest quality. Communicates presence and verbal skills which garner 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

JUSTIFICATION:

NAVMC 10835C (Rev. 1-01) (WIN 3.1) PAGE 3 OF 5
1. Marine Reported On:
   a. Last Name  
   b. First Name  
   c. MI
   d. SSN
   e. OCC
   f. From  
   g. To

   WILLIAMS
   ROY
   A  6789 TD 20090105 20090704

2. Occasion and Period Covered:

   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 understanding and leadership aptitude. Resources include resident schools, professional qualifications and certification processes, nonresident and other extension courses. Civilian educational coursework and military education and training. Enriches officer’s ability to understand complex concepts and issues.

   PME outlook extends beyond MOB and required education. Develops and follows a comprehensive personal program which includes broadened professional reading and academic course work advances new concepts and ideas. Engages in a broad spectrum of forums and dialogues.

   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 services issues. Engages in a broad spectrum of forums and dialogues.

2. DECISION MAKING ABILITY. Viably and timely problem solution. Contributing elements are judgment and decisiveness. Decisions reflect the balance between an optimal solution and a satisfactory, viable 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.

   Makes sound decisions leading to mission accomplishment. Actively seeks and evaluates information and weighs alternatives to arrive at 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.

3. JUDGMENT. The discretionary aspect of decision making. Draws on core values, knowledge, and personal experience to make wise choices. Compares the commander's conduct with established courses of action.

   Majority of judgments are measured, circumspect, relevant and correct.

   Decisions are consistent and uniformly correct, tempered by consideration of their consequences. Able to identify, identify, 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. Gained sought by all; often an arbiter. Consistent, superior judgment inspires the confidence of seniors.

H. FULFILLMENT OF EVALUATION RESPONSIBILITIES

1. EVALUATIONS. The extent to which this officer serving as a reporting officer conducted, or required others to conduct, accurate, unbiased, and timely evaluations.

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

   Prepared unqualified evaluations which were consistently submitted on time. Evaluations accurately described performance and character. Evaluations contained no inflated marking. No reports returned by RO or HQMC for inflated marking. No subordinates' reports returned by CACOM for inflated marking. Few, if any, reports were returned by HQMC for administrative errors.

   No reports returned by either RO or HQMC for administrative correction or inflated marking. No subordinates' reports returned by HQMC for administrative correction or inflated marking. Returned procedurally or administratively incorrect reports to superordinates for correction. As RO nonconcurred with all inflated reports.

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

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

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

   No reports submitted late. No reports returned by either RO or HQMC for administrative correction or inflated marking. No subordinates' reports returned by HQMC for administrative correction or inflated marking. Returned procedurally or administratively incorrect reports to superordinates for correction. As RO nonconcurred with all inflated reports.
I. DIRECTED AND ADDITIONAL COMMENTS

-Sergeant Williams is an immensely talented and effective NCO who operated 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: SRCT. 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 herein 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

2009 07 04

(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 making the comparison, consider all Marines of this grade whose professional abilities are known to you personally.

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>COMPARATIVE ASSESSMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>THE EMINENTLY QUALIFIED MARINE</td>
<td>☐</td>
</tr>
<tr>
<td>ONE OF THE FEW EXCEPTIONALLY QUALIFIED MARINES</td>
<td>☒</td>
</tr>
<tr>
<td>ONE OF THE MANY HIGHLY QUALIFIED PROFESSIONALS WHO FORM THE MAJORITY OF THIS GRADE</td>
<td>☐</td>
</tr>
<tr>
<td>A QUALIFIED MARINE</td>
<td>☐</td>
</tr>
<tr>
<td>UNSATISFACTORY</td>
<td>☐</td>
</tr>
</tbody>
</table>

4. REVIEWING OFFICER COMMENTS:

-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

Robert B. Rehder Jr.

2009 07 04

(Officer)

(Date in YYYYMMDD format)

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

6. I ACKNOWLEDGE the adverse nature of this report and

☐ I have no statement to make

☐ I have attached a statement
### MASTER BRIEF SHEET

**MBS LISTING**

<table>
<thead>
<tr>
<th>1. NAME</th>
<th>NAME</th>
<th>UNIT DIARY</th>
<th>On-line MCTFSPRIUM</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. SSN</td>
<td>SSN</td>
<td>UNIT DIARY</td>
<td>On-line MCTFSPRIUM</td>
</tr>
<tr>
<td>3. GRADE</td>
<td>GRADE</td>
<td>ENLISTED:</td>
<td>On-line MCTFSPRIUM</td>
</tr>
<tr>
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<td></td>
<td>UNIT DIARY</td>
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<td>4. RANK DESCRIPTION</td>
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<tr>
<td>5. LINEAL NO: Lineal control number (officers only) WSMC planning data.</td>
<td>N/A</td>
<td>CMC (MMPR)</td>
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<tr>
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<tr>
<td>6. DOR: Date of Rank; The date from which present rank is effective.</td>
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<tr>
<td></td>
<td></td>
<td>OFFICER:</td>
<td></td>
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<td></td>
<td></td>
<td>CMC (MMPR)</td>
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<tr>
<td>7. TIG: Time in Grade</td>
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<td></td>
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</tr>
<tr>
<td>8. CURRENT DUTY ASSIGNMENT</td>
<td>UNIT DIARY</td>
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<td>On-line MCTFSPRIUM</td>
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<tr>
<td>9. BILLET DESCRIPTION</td>
<td>UNIT DIARY</td>
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<td>On-line MCTFSPRIUM</td>
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<tr>
<td>10. DCTB: Date current Tour began.</td>
<td>DCTB</td>
<td>UNIT DIARY</td>
<td>On-line MCTFSPRIUM</td>
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<tr>
<td>MRS LISTING</td>
<td>BIR/BTR LISTING</td>
<td>CORRECTING AUTHORITY</td>
<td>REFERENCE</td>
</tr>
<tr>
<td>-------------</td>
<td>-----------------</td>
<td>---------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>11. KEY DATE SUMMARY</td>
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</tr>
<tr>
<td>DEAF: Date of original entry into the Armed Forces.</td>
<td>DEAF</td>
<td>UNIT DIARY</td>
<td>On-line MCTFSPRIUM</td>
</tr>
<tr>
<td>TIS: Time in Service</td>
<td></td>
<td></td>
<td>On-line MCTFSPRIUM</td>
</tr>
<tr>
<td>PEBD: Pay entry base date.</td>
<td>PEBD</td>
<td>ENLISTED: OFFICERS: CMC (NMC-10)</td>
<td>On-line MCTFSPRIUM</td>
</tr>
<tr>
<td>AFADBDB: 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.</td>
<td>AFADBDB</td>
<td>UNIT DIARY</td>
<td>On-line MCTFSPRIUM</td>
</tr>
<tr>
<td>OSCD: Overseas control date.</td>
<td>OSCD</td>
<td>DAUS DEPNI RSTR</td>
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<tr>
<td>ACC COM: Date accepted first Marine Corps commission (initial appointment only).</td>
<td>ACC COM</td>
<td>N/A</td>
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<tr>
<td>DOR COM: The date accepted First Marine Corps Commission (initial Appointment only)</td>
<td>DOR COM</td>
<td>N/A ACTIVE- (MCRC)</td>
<td>On-line MCTFSPRIUM</td>
</tr>
<tr>
<td>DOR LDO: Date of rank of first commission as an LDO.</td>
<td>DOR LDO</td>
<td>N/A CMC (NMC-10)</td>
<td>NAVMC 763</td>
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<tr>
<td>DSG PILOT: The date on which the Marine was designated a military pilot, naval aviator, or NFO.</td>
<td>DSG PILOT</td>
<td>N/A CMC (NMOA)</td>
<td>On-line MCTFSPRIUM</td>
</tr>
<tr>
<td>DCADB: The Date Current Active Duty Began. Immediate reenlistment does not change this date.</td>
<td>DCADB</td>
<td>N/A</td>
<td>On-line MCTFSPRIUM</td>
</tr>
<tr>
<td>EAS: Expiration of active service.</td>
<td>EAS</td>
<td>ENLISTED: OFFICER (Reserve); On Active Duty: CMC (NMOA) SMCR/IR: CMC (RAM)</td>
<td>On-line MCTFSPRIUM</td>
</tr>
<tr>
<td>MSR: Mandatory Retirement Separation Date</td>
<td>MSR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MRD: Mandatory Removal Date</td>
<td>MRD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MBII LISTING</td>
<td>BIR/BTR LISTING</td>
<td>CORRECTING AUTHORITY</td>
<td>REFERENCE</td>
</tr>
<tr>
<td>-------------</td>
<td>---------------</td>
<td>---------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>12. AWARDS:</td>
<td>AWARDS</td>
<td>UNIT DIARY</td>
<td>On-line MCTFSPIRIUM, SECNAVINST 1650.1</td>
</tr>
<tr>
<td>Personal decorations awarded in order of precedence and the number of like awards (filed represents latest 12 personal awards awarded).</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>13. MILITARY OCCUPATIONAL SPECIALTIES</td>
<td>MOS</td>
<td>UNIT DIARY</td>
<td>On-line MCTFSPIRIUM</td>
</tr>
<tr>
<td>PMOS: Primary MOS.</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>AMOS1: First Additional MOS.</td>
<td>MOS</td>
<td>ENLISTED: UNIT DIARY OFFICER: ACTIVE-CMC (MMDA) RESERVE-CMC (RAM)</td>
<td>On-line MCTFSPIRIUM</td>
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<tr>
<td>AMOS2: Second Additional MOS.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AMOS3: Third Additional MOS.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. MILITARY OCCUPATIONAL SPECIALTIES</td>
<td>MOS</td>
<td>UNIT DIARY</td>
<td>On-line MCTFSPIRIUM</td>
</tr>
<tr>
<td>AMOS4: Fourth Additional MOS.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AMOS5: Fifth Additional MOS.</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>JOINT:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BMOS:</td>
<td>UNIT DIARY</td>
<td>On-line MCTFSPIRIUM</td>
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</tr>
<tr>
<td>15. TRAINING SUMMARY</td>
<td>MOS</td>
<td>UNIT DIARY</td>
<td>On-line MCTFSPIRIUM</td>
</tr>
<tr>
<td>RIFLE: Qualification status</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PISTOL: Qualification status</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PFT: Class/Score or status</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CFT: Class/Score or status</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MCMAP: Martial Arts qualification status</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. LANGUAGES: Name of language in which the Marine is proficient. Up to two languages may be listed.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FORGN-LANG CODES CMC (MA)</td>
<td>UNIT DIARY</td>
<td>On-line MCTFSPIRIUM</td>
<td></td>
</tr>
<tr>
<td>17. CIVILIAN EDUCATION:</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>CIV ED LEVEL</td>
<td>UNIT DIARY</td>
<td>On-line MCTFSPIRIUM</td>
<td></td>
</tr>
<tr>
<td>18. MILITARY EDUCATION:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SCHOOLS/ SPECIAL SKILLS</td>
<td>UNIT DIARY</td>
<td>On-line MCTFSPIRIUM</td>
<td></td>
</tr>
<tr>
<td>Service Schools (including certain MCI courses) listed by course title and year in which completed. A maximum of eighteen schools may be listed.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. PHE</td>
<td></td>
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</tr>
</tbody>
</table>
PERFORMANCE EVALUATION SYSTEM

APPENDIX K

MASTER BRIEF SHEET (MBS)
FITNESS REPORT LISTING

A. ADMINISTRATIVE SUMMARY

1. GRADE. This information reflects the MRO’s grade per section A, item 1e (Grade), of the fitness report.

2. BMOS. This information reflects the billet MOS of the duty to which the MRO was assigned per section A, item h (BILMOS) of the fitness report.

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), “Y” (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. BILLETT 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.

K-1
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
   - PRO-Proficiency
   - COU-Courage
   - EFF-Effectiveness
   - Under Stress
   - INITIATIVE
   - LEA-Leading Subordinates
   - DEV-Develop Subordinates
   - SET-Setting the Example
   - ENS-Ensuring Well-Being
   - Ability
   - Military Education
   - DEC-Decision Making
   - Ability
   - JUD-Judgment
   - CO-Communication Skills
   - Responsibilities
   - PME-Professional
   - *EVAL-Evaluation

* 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.

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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.

<table>
<thead>
<tr>
<th>SGT</th>
<th>JOHNSON</th>
<th>1-FEB-10</th>
<th>10-APR-10</th>
<th>EN</th>
<th>4.30</th>
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<tr>
<td>3124</td>
<td>MARCOUX</td>
<td>1-FEB-10</td>
<td>16-APR-10</td>
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<td>9480</td>
<td>WILLIS</td>
<td>31-MAR-10</td>
<td>31-MAR-11</td>
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<td>1-SEP-10</td>
<td>TD</td>
<td>3.84</td>
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<tr>
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<td>31-MAR-10</td>
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<tr>
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<td>31-MAR-11</td>
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<tr>
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<td>3.65</td>
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<tr>
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<td>31-MAR-10</td>
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Average By MRO Grade: [ ]

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<th>31-MAR-10</th>
<th>AN</th>
<th>3.71</th>
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<tr>
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<td>DAVIS</td>
<td>1-FEB-10</td>
<td>31-MAR-10</td>
<td>AN</td>
<td>3.65</td>
</tr>
<tr>
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<td>WILLIS</td>
<td>1-FEB-10</td>
<td>31-MAR-10</td>
<td>AN</td>
<td>3.51</td>
</tr>
<tr>
<td>1384</td>
<td>JOHNSON</td>
<td>1-FEB-10</td>
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<tr>
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Average By MRO Grade: [ ]
# Fitness Reports

## Reporting Senior's Profile

**2ndLt Yourname Here**

**SSN:** 

**As of:** 20110401

<table>
<thead>
<tr>
<th>Grade</th>
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<th>Low</th>
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<tr>
<td>SGT</td>
<td></td>
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</table>
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 continuous maintenance of this evaluation system and 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
   - c. To
   - d. Type

4. Duty Assignment (descriptive title):

5. Special Case:
   - a. Adverse
   - b. Not Observed
   - c. Extended

6. Marine Subject Of:
   - a. Commentatory Material
   - b. Derogatory
   - c. Disciplinary Action

7. Recommended For Promotion:
   - a. Yes
   - b. No
   - c. N/A

8. Special Information:
   - a. QUAL
   - b. PFT
   - c. CFT
   - d. HT (in.)
   - e. WT
   - f. Body Fat
   - g. Reserve Component
   - h. Status
   - i. Future Use

9. Duty Preference:
   - a. Code
   - b. Descriptive Title

10. Reporting Senior:
    - a. Last Name
    - b. Init e. Service
    - d. SSN
    - e. Grade
    - f. Duty Assignment

11. Reviewing Officer:
    - a. Last Name
    - b. Init e. Service
    - d. SSN
    - e. Grade
    - f. Duty Assignment

**B. BILLET DESCRIPTION**

**C. BILLET ACCOMPLISHMENTS**
**Fitness Reports**

**1. Marine Reported On:**
- Last Name
- First Name
- M
- SSN
- OCC
- 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
   - Meets requirements of billet and additional duties.
   - Agility, 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.
   - Recognized and exploits new resources.
   - Creates opportunities.
   - Sought after as an expert with influence beyond unit.
   - Impact significant.
   - Innovative approaches to problems produce significant gains.

   N/O

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
<th>H</th>
</tr>
</thead>
</table>

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.

   ADV
   - Complies with the requisites 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 constantly 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 experiences into forward thinking, innovative actions.
   - Makes immeasurable impact on mission accomplishment.
   - Fearless teacher.

   N/O

| A | B | C | D | E | F | G | H |

**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
   - 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.
   - Tactful, always places conscience over competing interests regardless of physical or personal consequences.

   N/O

| 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
   - Exhibits discipline and resilience under pressure.
   - Judgment and effective problem-solving skills are evident.

   Constantly 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 self-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 |

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 and commands with grace, 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 |

**JUSTIFICATION:**


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PAGE 2 OF 5
**F. LEADERSHIP**

1. **LEADING SUBORDINATES.** The inseparable relationship between leader and led. 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 action. Seeks to accomplish mission in ways that sustain motivation and morale. Actions contribute to unit effectiveness.
- 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 willingness to subordinate, loyalty, and trust that allow subordinates to overcome their perceived limitations. Personal leadership fosters highest level of motivation and morale, ensuring mission accomplishment even in the most difficult circumstances.

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. Includes JFM, that emphasize personal and professional development of subordinate officers. 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. Subordinates and unit performance far surpassed expected results due to MTO’s mentorship and team building efforts. Attitude toward subordinate development is infectious, extending beyond the unit.

3. **SETTING THE EXAMPLE.** The most visible facet of leadership: how well a Marine serves as a role model for all others. Personal actions demonstrate 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 tenants of the Marine Corps core values.
- Personal conduct on and off duty reflects Marine Corps standards of integrity, professional bearing, and personal 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.

4. **ENSURING WELL-BEING OF SUBORDINATES.** Genuinely interested in the well-being of Marines. Efforts enhance subordinates’ ability to concentrate and 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 constructively with issues pertinent to subordinates’ 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 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.
- Notably enhances subordinates’ well-being, resulting in measurable increases 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 patience that produce results and build morale. Builds strong family atmosphere. Puts more mission first, Marines always, into action.

5. **COMMUNICATION SKILLS.** The efficient transmission and receipt of thoughts and ideas that enable and enhance leadership. Equal importance given to balancing, 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 vent 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. Expert in composing written communications of the highest quality. Combines presence and verbal skills which engenders confidence and achieves understanding irrespective of the setting, situation, or size of the group addressed. Displays an intuitive sense of when and how to listen.

**JUSTIFICATION:**

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**Basic Officer Course**
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

II. 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)

III. 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.

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>COMPARATIVE ASSESSMENT</th>
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<tbody>
<tr>
<td>THE EMINENTLY QUALIFIED MARINE</td>
<td>[ ]</td>
</tr>
<tr>
<td>ONE OF THE FEW</td>
<td>[ ]</td>
</tr>
<tr>
<td>EXCEPTIONALLY QUALIFIED MARINES</td>
<td>[ ]</td>
</tr>
<tr>
<td>ONE OF THE MANY HIGHLY QUALIFIED PROFESSIONALS WHO FORM THE MAJORITY OF THIS GRADE</td>
<td>[ ]</td>
</tr>
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<td>A QUALIFIED MARINE</td>
<td>[ ]</td>
</tr>
<tr>
<td>UNSATISFACTORY</td>
<td>[ ]</td>
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</tbody>
</table>

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)

IV. 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?
# Glossary of Terms and Acronyms

<table>
<thead>
<tr>
<th>Term or Acronym</th>
<th>Definition or Identification</th>
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<tbody>
<tr>
<td>PES</td>
<td>Performance Evaluation System</td>
</tr>
<tr>
<td>FITREP</td>
<td>Fitness Report</td>
</tr>
<tr>
<td>MMRP</td>
<td>Manpower Management Division, Records and Performance Branch (Formerly MMSB)</td>
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<tr>
<td>MRO</td>
<td>Marine Reported On</td>
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<tr>
<td>RS</td>
<td>Reporting Senior</td>
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<tr>
<td>RO</td>
<td>Reviewing Officer</td>
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<tr>
<td>PARS</td>
<td>Performance Anchored Rating Scale (the 14 attributes)</td>
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<td>RV</td>
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## Notes

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