#### **UNITED STATES MARINE CORPS**

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

# 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

<u>Platform class</u> 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	7
Promotion Endorsement Continuum	
Example Section I Comments: Top Performer	
Example Section I Comments: Middle of the Pack	

5 10 " 10 1 10 1 10 1	
Example Section I Comments: Weak Performer	
Additional Resources	9
Check Fitness Report Status	
Request OMPF with Reporting Profiles	
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.

#### 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 <u>NOT</u> 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...

## 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

5

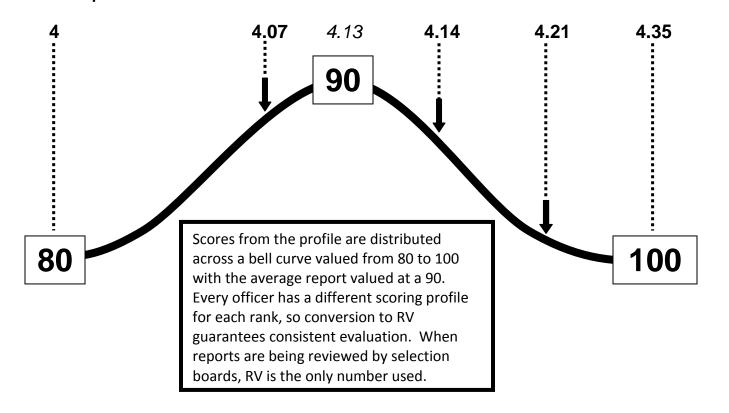
#### **Example Profile List:**

<b>1STLT</b> 4616 4616 5443	CEDENO CEDENO COMMANDER	multiple rep	IROs often rece ports from the s eans they comp elves	same	4.35 <b>4</b> .21 4.14	High, Low, & Avg scores are reflected in
8191	GENNA	01-Feb-07	21-Jun-07	СН	4.07	the 1stLt profile above
6741	COLBY	01-May-06	06-Jul-06	CD	4.07	oo
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	
			Averag	e By MRO G	rade: 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:**



#### **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.

<b>Example Promotion</b>	Endorsement Continuum:
Best Performer Ever:	Recommended for promotion ahead of contemporaries/peers
	**Note: Per para 4003.7d, pg 4-12 of the PES, Accelerated
(Accelerated Promotion)	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 nothingsays a lot)

7

#### **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 То 20090704 **WILLIAMS** ROY Α **xxxxx6789** TR 20090105 I. DIRECTED AND ADDITIONAL COMMENTS Sergeant Williams is an immensely talented and effective NCO who operates at a Tevel beyond the grasp of his peers. $_{\star}$  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 whit without fault. 🛪 Demonstrates

impercable 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

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

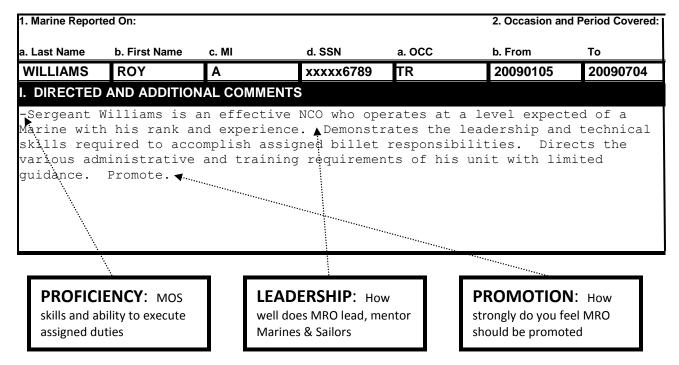
1. Marine Reporte	d On:	<u> </u>	<u> </u>		2. Occasion and F	Period Covered:
a. Last Name	b First Name	c. Mi	d. SSN	a. OCC	b. From	То
WILLIAMS	ROY	Α	xxxxx6789	TR	20090105	20090704

#### I. DIRECTED AND ADDITIONAL COMMENTS

-Sergeant Williams is a talented NCQ whose performance during the period was outstanding. Filling a SNCO billet, he quickly mastered his responsibilities and guided his section to superior results. As superb technician with impressive MOS and professional skills, he directed the various administrative and training requirements of his unit with impressive precision. As 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**



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.

#### **Additional Resources**

#### Check Reporting History:

## https://www.mmsb.usmc.mil/PESQuery/Date\_Gap.aspx

- 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.

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1. PE	MISSION ACCOMPLIS REFORMANCE. Results achieve	ed du	ring the reporting period. How well those duti	es inh	erent to a Marir	ne's bille	t, plus all additional duties	s, formally	,
Indic	ators are time and resource ma	d out	<ul> <li>Heflects a Marine's aptitude, competence, an ment, task prioritization, and tenacity to achiev</li> </ul>	d con	nmitment to the	unit's st	uccess above personal re	ward.	
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.		and exploits r Emulated; so	new reso ught afte Impact s o proble	xpectations. Recognizes urces; creates opportunity r as an expert with influer ignificant; innovative ms produce significant gatey.	nce	N/O
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2. Pr	OFICIENCY. Demonstrates tec	hnic	al knowledge and practical skill in the executio which contribute to accomplishing tasks and	n of th	ne Marine's ove	rall dutie	es. Combines training, ed	lucation an	d
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 far beyond the broad-based of forward thinks immeasurable	field. Kose of pe education ing, inno e impact her, selfi	nowledge and skills impa ers. Translates n and experience into vative actions. Makes on mission accomplishm essly imparts expertise to	nent.	N/O
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cons	URAGE. Moral or physical stre cience over competing interests others. The will to persevere de	rega	to overcome danger, fear, difficulty or anxiety, ardless of consequences. Conscious, overriding uncertainty.	Pers	onal acceptanc cision to risk bo	e of resp dily harn	onsibility and accountab n or death to accomplish	ility, placin the missio	g n or
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.		obstacles and dilemma or life under the mos Always places	inspire e e-threate st advers conscie rdless of	nd capacity to overcome others in the face of mora ning danger. Demonstrate conditions. Selfless, mace over competing physical or personal	al ted	N/O
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2. EF	FECTIVENESS UNDER STRESS	<u>L_</u> 3. Th	inking, functioning and leading effectively und	Er con	ditions of phys	ical and/	or mental pressure Main	utaining	
comp		tren	inking, functioning and leading effectively und while displaying steady purpose of action, ena- th, resilience and endurance are elements.	ling o					
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.		under the mos	t deman situation	matched presence of min ding circumstances. I through the resolute and rection, focus and persor	d	N/O
A	В	ç	<u> </u>	E X			F.	G	Н
3. INI	TIATIVE. Action in the absence	of s	pecific direction. Seeing what needs to be don accord. Being creative, proactive and decisive	e and	acting without	promptin	ng. The instinct to begin a	a task and	<del></del> -
	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 motivat exceptional av environment. requirements	ed and p vareness Uncanny and quic olutions.	proactive.  proactive.	sion	N/O
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-On data	MFICATION: his own time, MRC abase which focuse ire platoon	) c:	reated, populated, and int limited resources and dram	egr	ated an a	admin	distrative and sed the reading	train ess of	ing the
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1. LE	ADING SUBORDINATES. The i	nser rity, p es' p	arable relationship between leader and persuasion and personality to influence erformance.	led. subo	The appropriet	plication of lead s to accomplish	ership p assigne	rinciples to provide dir d tasks. Sustaining m	rection an notivation	d and	
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 be direction and delegation. Effectively t subordinates and clearly delineates standards expected. Enhances performance through constructive supervision. Fosters motivation and enhances morale. Builds and sustain teams that successfully meet mission requirements. Encourages initiative a candor among subordinates.	tasks	n	subordinates direction and of performan individual init subordinates subordinates limitations. F levels of moti	by striki delegati ce from stiative. En, loyalty to overce Personal vation as	nd energy among ng the ideal balance o on. Achieves highest subordinates by encoungenders willing , and trust that allow ome their perceived leadership fosters hig nd morale, ensuring m in the most difficult	levels traging hest		N/O
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2. DE Mente and c	VELOPING SUBORDINATES. ( orship. Cultivating professional oaching. Creating an atmosphe	Comp and ere to	nitment to train, educate, and challenge personal development of subordinates lerant of mistakes in the course of lean	e all M . Dev ning.	arines eloping	regardless of ra team players a	ce, relig nd espri	on, ethnic background de corps. Ability to c	d, or gend combine t	ler. eachi	ng
ADV	Maintains an environment that allows personal and professional development. Ensures subordinates participate in all mandated development programs.		Develops and institutes innovative proto include PME, that emphasize perso and professional development of subordinates. Challenges subordinate exceed their perceived potential therei enhancing unit morale and effectivene Creates an environment where all Mar are confident to learn through trial and As a mentor, prepares subordinates for increased responsibilities and duties.	es to by ess. ines d error		coach and lea serve with thi grow persona and unit perfo results due to building talen	der. An s Marine ally and p ormance MRO's a ts. Attitu	d emulated as a teache y Marine would desire because they know the professionally. Subord far surpassed expecte mentorship and team de toward subordinat ous, extending beyond	to ney will linate ed		N/O
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3. SE the hi	TTING THE EXAMPLE. The moghest standards of conduct, eth	st vis	sible facet of leadership: how well a Ma behavior, fitness, and appearance. Bea	arine s	erves a	s a role model i	for all ot cipline a	ners. Personal action re elements.	demonst	rates	
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 refle highest Marine Corps standards of integrity, bearing and appearance. Character is exceptional. Actively seek self-improvement in wide-ranging are Dedication to duty and professional ex encourage others' self-improvement et	ks ks ks kample	В	Model Marine conduct, beha An inspiration	frequent vior, and to subo	tly emulated. Exempl d actions are tone-sett rdinates, peers, and s n to improving self and	ary ing. eniors.		N/O
A	В	c	D		E			F		G	Н
conce	ntrate/focus on unit mission ac	com	NATES. Genuine interest in the well-be plishment. Concern for family readines	eing o	f Marin herent	es. Efforts enha	nce sub	ordinates' ability to l on welfare of subordi	inates is I	based	
	belief that Marines take care of 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.	rne	Instills and/or reinforces a sense of responsibility among junior Marines fo themselves and their subordinates. At fosters the development of and uses s systems for subordinates which improtheir ability to contribute to unit missio accomplishment. Efforts to enhance subordinate welfare improve the unit's ability to accomplish its mission.	ctively uppor ove on		resulting in a effectiveness, to provide sut available. Prount members correcting political for ecognized for produce resulting in a few produce resulting i	measura Maximi pordinate active ap to "take tential pr linates' e r techniq ts and bu here. Pu	ubordinates well-bein ble increase in unit zes unit and base resc swith the best suppo proach serves to ener care of their own," the oblems before they ca ffectiveness. Widely use and policies that uild morale. Builds strats motto Mission firstiction.	ources rt rgize ereby in		N/O
A	В	c □	D  X		E			F		G	<u>#</u>
5. CO listeni comp	MMUNICATION SKILLS. The ef ng, speaking, writing, and critic ex ideas in a form easily unders	ficie al re stooc	nt transmission and receipt of thoughts ading skills. Interactive, allowing one to by everyone. Allows subordinates to a	and i o perc ask qu	deas the eive projections	at enable and e oblems and situ s, raise issues a	nhance I lations, p nd conc	eadership. Equal impo provide concise guidar erns and venture opini	ortance g nce, and e ions.	iven t	o ss
ADV	butes to a leader's ability to mo Skilled in receiving and conveying information. Communicates effectively in performance of duties.		as well as counsel.  Clearly articulates thoughts and ideas, verbally and in writing. Communication forms is accurate, intelligent, concise, at timely, Communicates with clarity and ensuring understanding of intent or pure Encourages and considers the contribuof others.	n in al and verve rpose utions	,	Adept in comp	osing w	ty in verbal communic ritten documents of th ines presence and ver confidence and achiev citive of the setting, sit dressed. Displays an and how to listen.	e hat		N/O
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	arine Reported On: Last Name		DR b. First Name	AFT CO		SSN a	2. Occas	sion and Period Co b. From	vered: To		
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	NTELLECT AND WIS	DO				50703	10	20030103	200	90	704
of wa	DFESSIONAL MILITARY EDUC/ rfighting and leadership aptitu sion courses; civilian educatio nandant's Reading List; partici	ATIOI de, F	N (PME). Commitment to intell Resources include resident sch	nools; profess	ional	qualifications and	certificati	on processes; nonre	sident and	nd de l othe	epth er .
ADV			PME outlook extends beyond required education. Develop comprehensive personal pro includes broadened professi and/or academic course worknew concepts and ideas.	l MOS and s and follows gram which onal reading	- 1	Dedicated to active and co as an intellec topics. Make advantage of Introduces ne	life-long le ntinuous e tual leader s time for all resource w and cre es. Engag	earning. As a result of a resu	f zed ated		N/O
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2. DE	CISION MAKING ABILITY. Via	ble a		ontributing ele	ments	l s are judgment an	d decisive	eness. Decisions refle	ct the bal	ance	<u> </u>
betwe estab	CISION MAKING ABILITY. Via en an optimal solution and a s ished intent and the goal of m	atisfa issio	ctory, workable solution that on accomplishment. Anticipation	generates tem n. mental agil	po. Do itv. int	ecisions are made uition, and succe	e within th ss are inh	e context of the comn erent.	nander's		
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; prioritizes and solves multipl problems. Analytical abilities experience, education, and in Anticipates problems and im long-term solutions. Steadfa make difficult decisions.	effectively e complex s enhanced by tuition. plements viab		Widely recogn the most critic matched analy accurately for arrives at well friction. Comp problems, Ma	nized and s cal, compleytical and i esees une -timed dec pletely con esterfully s esire for p	eought after to resolve ex problems. Seldom intuitive abilities; xpected problems and isions despite fog an ifident approach to all trikes a bafance erfect knowledge and	e d		N/O
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3. JUI Comp	DGMENT. The discretionary as rehends the consequences of	spect	of decision making. Draws or mplated courses of action.	core values,	knowl	edge, and person	al experie	nce to make wise cho	ices.		
	Majority of judgments are measured, circumspect, relevant and correct.		Decisions are consistent and correct, tempered by consider consequences. Able to identifications relevant factors in the making process. Opinions so others. Subordinates personal favor of impartiality.	ration of their fy, isolate and decision		beyond this M by all; often ar	arine's ex arbiter.	ional insight and wisc perience. Counsel so Consistent, superior onfidence of seniors.			N/O
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JUST	TFICATION:					<u> </u>				Ш.	<u> </u>
1. EV/ evalua ADV	ALUATIONS. The extent to whittons.  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.	ich th		g official cond s which were . Evaluations nee and led no inflated by RO or by HQMC for eports were dministrative		No reports subreither RO or HQ or inflated mark returned by HQI inflated marking administratively	nitted late. MC for ad ings. No a MC for adr gs. Return incorrect As RO nor	luct, accurate, uninfla  No reports returned ministrative correctio sininistrative correctio red procedurally or reports to subordinate concurred with all	by n or	imely	N/O
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L. DIRECTED AND ADDITIONAL ( -Sergeant Williams is an i beyond the grasp of his pe outperformed two seasoned professional skill rivals training requirements of h character and a matchless Sailors. The Corps could recommended for any office DIRECTED COMMENT: SECT. A, Achievement Medal on 20090	mmensely talent ers. Hand sele Staff Sergeants that of an offi is unit without ability among hot find a fine r commissioning	cted . Ancer. fau is per r am proc	to assin absolute He directly	ume thing the tects to the tect	s SNCO hnical he var tes in nd ins ecruit lute n	billet, he expert whose ious administration more distribution of the control of t	completely se strative and ral s and Highly motion.	
J. CERTIFICATION	deduce and							
<ol> <li>I CERTIFY that to the best of my know belief all entries made hereon are true and</li> </ol>	d without	71	mothy C.	Neder		2009	0704	
prejudice or partiality and that I have prov copy of this report to the Marine Reported	d '	Signat	ure of Repo	ortina Seni	or)	(Date in YYYY	MMDD format)	1
2. I ACKNOWLEDGE the adverse nature				9 3 3 3 1 1				1
I have no statement to make								
I have attached a statement		gnature	of Marine	Reported (	On)	(Date in YYYY	(MMDD format)	
K. REVIEWING OFFICER COMME	ENTS	, i						
1. OBSERVATION: Sufficient	Insufficient		2. EVALUA	TION:	Co	ncur Do l	Not Concur	l
3. COMPARATIVE ASSESSMENT: Provide a comparative assessment	DESCRIPTION	ON				COMPARATIVE AS	SESSMENT	1
of potential by placing an "X" in the appropriate box. In marking the	THE EMINENTLY QUA	ALIFIE	D MARINE	·  <u> </u>		<u>**</u>	i =2⊾	
comparison, consider all Marines of	ONE OF TH	E FEW			·	<b>**</b>		ı
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#### APPENDIX J

#### MASTER BRIEF SHEET (MBS) EXPLANATION

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DOR COMM DOR LDO DSG PILOT DCADB EAS MSR MRD	19910529 19930521 20061101 20070831 20021001 20110801		DOCTO ENCLIS	H LAUKEAT	ŧ		NFANTR BASS	MILITAR NOUNTIAN LEADER LY OFFICER (TBS) SSCHOOL CICCONTO					1905	PARTH	PMI OHTINO SPALS				

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DOR COMM	11		CIVI	LIAN			MILITAR	Ϋ́	EATION:	SIV	SQN		* * *	PME		1		
DOR LDO DSG PILOT DCADB EAS MSR MRD			<u> </u>	17		18	3							19				

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)	
<ol> <li>DOR: Date of Rank;</li> <li>The date from which present rank is effective.</li> </ol>	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

MCO P1610.7F CH 2

MBS LISTING	BIR/BTR LISTING	CORRECTING AUTHORITY	REFERENCE
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 (MMOA)	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 (MMOA) SMCR/IRR: CMC (RAM)	On-line MCTFSPRIUM
MSR: Mandatory Retirement Separation Date	MSR		
MRD: Mandatory Removal Date	MRD		

## PERFORMANCE EVALUATION SYSTEM MCO P1610.7F CH 2

		CORRECTING	
MBS LISTING	IR/BTR LISTING	AUTHORITY	REFERENCE
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 SPEC PMOS: Primary MOS.	CIALITIES MOS	UNIT DIARY	On-line MCTFSPRIUM
AMOS1: First Additional MOS.	MOS	ENLISTED: UNIT DIARY OFFICER: ACTIVE-CMC (MMOA) 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 SPECAMOS4: Fourth Additional MOS.	CIALITIES 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	CIA ED PEAEP	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		UNIT DIARY	On-line MCTFSPRIUM

19. PME

#### APPENDIX K

#### MASTER BRIEF SHEET (MBS) FITNESS REPORT LISTING

		ADMINI8	TRATIV	SUMMARY				REF	<sup>2</sup> OF	TING	8EI	NIOR MA	ARK	INGS	:							REVIEV	NING	OFF	ICEF	MAI	RKIN	38		
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BMOS	Туре	То	Co Adv	Command	Promote	Reports	Ι	Rpt Avg	$\Box$	RS A	vg.	RS Hig	h	Rpt at	High	R	V at P	roc	Cum	RV	Obser	Concur	RO	mark	-98	me gr	ade ci	mulat	ive	
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Capt	GC	19900001	9	Company Commander	LtCol B		F	F	D	E	D	E E		E	D	D	C	Ε	E	C	ColT		0/1	0/2	1/3	3/4	2/6	16 (	N7 0/	•
0302	N	19990503		1st Battalion 2d Marines	Yes	13 of 16	Γ	4.57	Т	3.52	2	4.57		1		Г	100.0	9	100	.00	Suff	Yes	0/1	0/2	9/3	12/4	23/6	116 3	97 0/	
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0302	N	19990001	$\Box$	1st Battalion 2d Marines	Yes	4 of 7	Т	4.38	Т	4.13	3	4.50	Ť	1		Г	98.11	П	98.	11	Suff	Yes	6/1	1/2	28	7/4	7/6	5/6 (	N7 0/	•
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Maj	СН	19990001	6	Operations Officer	LtCol B		E	E	D	E	E	D D	)	E	D	Ε	С	E	E	D	Col A		0/1	0/2	1/3	3/4	2/6	16 (	07 07	•
0302	N	20000119		1st Battalion 2d Marines	Yes	7 of 7	Т	4.50	Т	4.13	3	4.50	П	2		Г	100.0	•	100	.00	Suff	Yes	1/1	0/2	28	44	17/6	26 7	17 10	•
																													_	=1
Maj	TR	20000119	3	BN Executive Officer	LtCol S		F	F	D	D	G	FE		F	D	D	D	D	D	E	Col A		6/1	0/2	1/3	3/4	2/6	26 (	N7 0/	•
0302	N	20000414		1st Battalion 2d Marines	Yes	6 of 14	Ι	4.93	$\perp$	4.4	3	4.93		1			100.0	)	100	.00	Suff	Yes	1/1	0/2	26	44	17/6	12/6	17 10	3

#### A. ADMINISTRATIVE SUMMARY

- 1.  $\underline{\text{GRADE}}$ . This information reflects the MRO's grade per section A, item le (Grade), of the fitness report.
- 2. <u>BMOS</u>. 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.  $\underline{\text{OCC}}$ . This information reflects the occasion for submitting the report per section  $\overline{A}$ , item 3a (OCC) of the fitness report.
- 4.  $\underline{\text{TYPE DUTY}}$ . 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.  $\underline{FROM\ DATE}$ . This information reflects the beginning date of the reporting period per section A, item 3b (From) of the fitness report.
- b.  $\underline{\text{TO DATE}}$ . 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.  $\underline{ADV}$ . 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.

K-1

10.  $\underline{\text{COMMAND}}$ . This information reflects the specific command or unit to which the  $\underline{\text{MRO}}$  was assigned for duty per section A, item 2b, (RUC), of the fitness report.

#### B. REPORTING SENIOR MARKINGS

- 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 SET-Setting the Example Military Education DEC-Decision Making COU-Courage ENS-Ensuring Well-Being EFF-Effectiveness 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.  $\underline{PROMOTE}$ . This information reflects the RS's promotion recommendation for the  $\overline{MRO}$  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.  $\underline{\text{REPORTS}}$ . 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. <a href="RPT AVG">RPT AVG</a>. This information reflects the report's average of the observed attributes.
- 6.  $\underline{\text{RS AVG}}$ . This information reflects the cumulative average of  $\underline{\text{all}}$  reports written by the RS on a Marine of that grade.
- 7.  $\underline{\text{RS HIGH}}$ . This information reflects the highest fitness report average of any report written by the RS on a Marine of that grade.
- 8.  $\underline{\text{RPT AT HIGH}}$ . This information reflects the number of reports the RS submitted which have a relative average of 100.
- 9.  $\underline{\text{RV AT PROC}}$ . 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  $\underline{\text{as of the time of processing}}$  of the MRO's report (see Appendix G).
- 10.  $\underline{\text{CUM RV}}$ . 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.  $\underline{\text{NOTE}}$ : This percentage is a variable and will change as the RS writes additional reports on Marines of the same grade as the MRO's grade on the report in question.

#### C. REVIEWING OFFICER MARKINGS

- 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	СН	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	СН	3.44
		А	verage <u>By</u> 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	СН	4.12
4616	RIVERA	1-APR-10	1-SEP-10	TD	3.84
6933	TINO	1-APR-10	25-OCT-10	СН	3.44
5643	DAVIS	31-MAR-10	31-MAR-11	AN	3.70
1384	WILLIS	31-MAR-10	31-MAR-11	AN	3.90
		А	verage <u>By</u> MRO	Grade:	

# Reporting Senior's Profile 2ndLt Yourname Here

SSN:

As of: 20110401

Grade	Average	# of Report	High	Low
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				

NAVMC 10835 (Rev. 7-11) (EF) PREVIOUS EDITIONS WILL NOT BE USED FOUO - Privacy sensitive when filled in. The completed fitness report is the mos	t important i	information	n com	NT'S GUIDAN	er manageme	nt. It is the prin	DO NOT THIS FOR	RM evaluating a
Marine's performance and is the Comm command, and duty assignments. Then duty is the commitment of each Reportin accurate marking and timely reporting, important to both the individual and the Officers will not concur with inflated repo	ng Senior an Every office Marine Corp	id Reviewii er serves a	ng Off role i	icer to ensure the i n the scrupulous m	ntegrity of th aintenance o	e system by giv of this evaluation	ing close atter n system, ultin	ntion to nately
A. ADMINISTRATIVE INFORMATION	I							
1. Marine Reported On:	- F:4 N			4 001	0-4-	6 DOD	- 5400	L DU MOS
a. Last Name	b. First Nam	ne c.	MI	d. SSN e	. Grade	f. DOR	g. PMOS	h. BILMOS
2. Organization: a. MCC b. RUC c. Unit Description	on							
3. Occasion and Period Covered:		A Duty	Nee ion	mont / descriptive	title \-			
a. OCC b. From To	c. Type	4. Duty F	Assign	nment ( descriptive	title ):			
	<u> </u>							
5. Consid Cons	Ic Mar	in a Carbina	4.06			17 D	adad Cas Dass	
<ol> <li>Special Case:</li> <li>Adverse b. Not Observed c. Extend</li> </ol>		ine Subjec ommenda		b. Derogatory c. I	Disciplinary	a. Yes	nded For Pror b. No	notion: c. N/A
	<b>N</b>	Material		Material	Action			
8. Special Information:				9. Duty Prefe		Titl-		
a. QUAL d. HT(in.)	g. Res	erve		a. Code b	. Descriptive	e itte		
	Comp	onent		_ '*				
b. PFT e. WT	h. Stat	us		2nd				
c. CFT f. Body Fat	i. Futu	ıre Use		3rd				
10. Reporting Senior:								
a. Last Name	b. Init c.	Service	d. S	SN e.	Grade f.	Duty Assignme	ent	
	1 1							
11. Reviewing Officer:	b Init c	Service	d S	SN e	Grade f	Duty Assignme	ent	
11. Reviewing Officer: a. Last Name	b. Init c.	Service	d. S	SN e.	Grade f.	Duty Assignme	ent	
a. Last Name	b. Init c.	Service	d. S	SN e.	Grade f.	Duty Assignme	ent	
	b. Init c.	Service	d. S	SN e.	Grade f.	Duty Assignme	ent	
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a. Last Name  B. BILLET DESCRIPTION		Service	d. S	SN e.	Grade f.	Duty Assignment	ent	
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a. Last Name  B. BILLET DESCRIPTION		Service	d. \$	SN e.	Grade f.	Duty Assignment	ent	
a. Last Name  B. BILLET DESCRIPTION		Service	d. \$	SN e.	Grade f.	Duty Assignment	ent	

$\Box$	Marine Reported On: a. Last Name		b. First Name c. MI d.	SSN	2. Occasion and Period Covered: a. OCC b. From To		
D.	MISSION ACCOMPLIS	ΗМ	ENT				
				Inhe	rent to a Marine's billet, plus all additional duties, forn	nally	
and	i informally assigned, were carried	l out.	Reflects a Marine's aptitude, competence, and ent, task prioritization, and tenacity to achieve p	comm	nitment to the unit's success above personal reward.	_	
AD	Weets requirements of billet and additional duties.		Consistently produces quality results while		Results far surpass expectations. Recognizes and		N/O
ı	Aptitude, commitment, and		measurably improving unit performance. Habitually makes effective use of time and		exploits new resources; creates opportunities. Emulated; sought after as an expert with influence		
ı	expectations. Results		resources; Improves billet procedures and products. Positive Impact extends beyond		beyond unit. Impact significant, innovative approaches to problems produce significant gains		
<b>L</b>	maintain status quo.	L	billet expectations.	<u> </u>	In quality and efficiency.	<u>L</u>	
A	B -	С	В	E	Ė	G	Н
L	DROEICIENCY Demonstrates too	holes	l knowledge and practical skill in the execution	of the	e Marine's overall duties. Combines training, education		Ш
exp	erience. Translates skills into act	lons	which contribute to accomplishing tasks and mi	ssion	s. Imparts knowledge to others. Grade dependent.	ii aiiu	
AD	V Competent. Possesses the requisite range of skills and		Demonstrates mastery of all required skills. Expertise, education and experience		True expert in field. Knowledge and skills impact far beyond those of peers. Translates broad-based		N/O
ı	knowledge commensurate with grade and experience.		consistently enhance mission		education and experience into forward thinking, innovative actions. Makes immeasurable impact on		
ı	Understands and articulates		accomplishment. Innovative troubleshooter and problem solver. Effectively imparts		mission accomplishment. Peerless teacher,	ΙI	
ı	basic functions related to mission accomplishment.		skills to subordinates.		selflessly imparts expertise to subordinates, peers, and seniors.		
Α	В	С	D	Ε	F	G	Н
JU	JSTIFICATION:						
E.	INDIVIDUAL CHARAC	TER					
1. (	COURAGE. Moral or physical stre	ength	to overcome danger, fear, difficulty or anxiety.	Pers	onal acceptance of responsibility and accountability, p	lacing	
	e others. The will to persevere de			deci	sion to risk bodily harm or death to accomplish the mis	SSION	or
AD	V Demonstrates Inner strength		Guided by conscience in all actions. Proven		Uncommon bravery and capacity to overcome		N/O
ı	and acceptance of respon- sibility commensurate with		ability to overcome danger, fear, difficulty or anxiety. Exhibits bravery in the face of		obstacles and inspire others in the face of moral dilemma or life-threatening danger. Demonstrated		
ı	scope of duties and experience. Willing to face		adversity and uncertainty. Not deterred by		under the most adverse conditions. Selfless.		
ı	móral or physical challenges In pursuit of mission		morally difficult situations or hazardous responsibilities.		Always places conscience over competing interests regardless of physical or personal consequences.		
<b>—</b>	accomplishment.	Ļ		_		щ	
A	A B	С	D	Е	F	G	H
<u> </u>							
2.		<u> </u>					
pos	sure appropriate for the situation,	while	displaying steady purpose of action, enabling o	r con	ditions of physical and/or mental pressure. Maintainin Inspire others while continuing to lead under adverse		m-
pos con	sure appropriate for the situation, iditions. Physical and emotional s	while	displaying steady purpose of action, enabling o gth, resilience and endurance are elements.	r con			
pos	oure appropriate for the situation, additions. Physical and emotional so Exhibits discipline and	while	displaying steady purpose of action, enabling o gth, reallience and endurance are elements. Consistently demonstrates maturity, mental agility and willpower during periods of	r con	Inspire others while continuing to lead under adverse  Demonstrates seldom-matched presence of mind		n- N/O
pos con	NV Exhibits discipline and stability under pressure.  Support of the structure of the stability of the stability under pressure.  Judgment and effective	while	displaying steady purpose of action, enabling of the resilience and endurance are elements.  Consistently demonstrates maturity, mental agility and willipower during periods of adversity. Provides order to chaos through	r con	Demonstrates seldom-matched presence of mind under the most demanding circumstances. Stabilizes any situation through the resolute and		
pos con	bure appropriate for the situation, iditions. Physical and emotional solvers of the stability under pressure.	while	displaying steady purpose of action, enabling of gith, resilience and endurance are elements.  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	r con	Demonstrates seldom-matched presence of mind under the most demanding circumstances.		
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pos con	pure appropriate for the situation, iditions. Physical and emotional situations. Physical and emotional stability under pressure. Judgment and effective problem-solving skills are evident.	while	displaying steady purpose of action, enabling of gith, resilience and endurance are elements.  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	r con	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		
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AD	pure appropriate for the situation, iditions. Physical and emotional stability under pressure. Judgment and effective problem-solving skills are evident.  B  INITIATIVE. Action in the absence ow through energetically on one's	C C	displaying steady purpose of action, enabling of the resilience and endurance are elements.  Consistently demonstrates maturity, mental agility and willipower during periods of adversity. Provides order to chaos through the application of intuition, problem-solving skills, and leadership. Composure reassures others.  D  ppecific direction. Seeling what needs to be done accord. Being creative, proactive and decisive.	E and	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.  F acting without prompting. The instinct to begin a task asforming opportunity into action.  Highly motivated and proactive. Displays	G	N/O
AD  A  Salation	INITIATIVE. Action in the absence of apecific direction. Acts action in the absence of apecific direction. Acts appropriate to take action in the absence of apecific direction. Acts	C C	displaying steady purpose of action, enabling of gith, reallience and endurance are elements.  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.  D  specific direction. Seeing what needs to be done accord. Being creative, proactive and decisive.  Self-motivated and action-oriented. Foresight and energy consistently transform opportunity into action. Develops and	E and	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.  F  acting without prompting. The instinct to begin a task asforming opportunity into action.  Highly motivated and proactive. Displays exceptional awareness of surroundings and environment. Uncanny ability to anticipate mission	G	N/O H
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AD  3. folio	pure appropriate for the situation, iditions. Physical and emotional size of the stability under pressure. Judgment and effective problem-solving skills are evident.  B  INITIATIVE. Action in the absence of the section in the absence of specific direction. Acts commensurate with grade, training and experience.	C C	displaying steady purpose of action, enabling of the realisence and endurance are elements.  Consistently demonstrates maturity, mental agility and willipower during periods of adversity. Provides order to chaos through the application of intuition, problem-solving skills, and leadership. Composure reassures others.  D  pecific direction. Seeing what needs to be done accord. Being creative, proactive and decisive. Self-motivated and action-oriented. Foresight and energy consistently transform opportunity into action. Develops and pursues creative, innovative solutions. Acts without prompting. Self-starter.	E e and	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.  F  acting without prompting. The instinct to begin a task asforming opportunity into action.  Highly motivated and proactive. Displays exceptional awareness of surroundings and environment. Uncanny ability to anticipate mission requirements and quickly formulate original, farreaching solutions. Always takes decisive, effective action.	G	N/O
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	Last Name		b. First Name c.	. MI	d.	SSI		nd Period Covered: b. From To		
Г										
F.	LEADERSHIP									
1. LE	ADING SUBORDINATES. The In	nsep	arable relationship between leader a n and personality to influence subor	ind led	The	appli	ication of leadership principle	s to provide direction an	d mot	ivate
maxin	nizing subordinates' performanc	9.	rand personality to influence subor	umatea	to ac	COM	piloti assign <del>o</del> u tasks. Sustan	ing mouvation and mo	ale wi	
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 direction and delegation. Effective subordinates and clearly delineates standards expected. Enhances pethrough constructive supervision, motivation and enhances morale, and sustains teams that successful mission requirements. Encourage and candor among subordinates.	ly task: rforma Foster Bullds illy mee	nce rs		Promotes creativity and ene subordinates by striking the direction and delegation. Ac of performance from subord individual initiative. Engend subordination, loyalty, and the subordinates to overcome the limitations. Personal leaders levels of motivation and mor accomplishment even in the circumstances.	Ideal balance of thleves highest levels inates by encouraging ers willing rust that allow leir perceived ship fosters highest ale, ensuring mission		N/O
A	B	С	D			E	F		G	н
2. DI	EVELOPING SUBORDINATES. C	omn	iltment to train, educate, and challe	nge all	Marin	es re	gardless of race, religion, eth	nic background, or gene	ler.	_
Mento	rship. Cuitivating professional:	and	personal development of subordinal it of mistakes in the course of learni	tes. De	velop	ing t	eam players and esprit de co	rps. Ability to combine t	eachin	g and
ADV	Maintains an environment that allows personal and professional development. Ensures subordinates participate in all mandated development programs.		Develops and institutes innovative to include PME, that emphasize per professional development of subo Challenges subordinates to exceeperceived potential thereby enhandorals and effectiveness. Creates environment where all Marines are to learn through trial and error. As prepares subordinates for increase responsibilities and duties.	rsonal rdinate d their cing ur an conflo	and s. iit jent		Widely recognized and emu coach and leader. Any Maris serve with this Marine becau grow personally and profess and unit performance far sur results due to MRO's mentor building talents. Attitude to development is infectious, e unit.	ne would desire to use they know they will slonally. Subordinate rpassed expected rship and team ward subordinate		N/O
Α	В	С	D			Е	F		G	Н
			ble facet of leadership: how well a leadership; how well a leadership; fitness, and appearance. Be						tes 	
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 in highest Marine Corps standards of bearing and appearance. Characte exceptional. Actively seeks self-im in wide-ranging areas. Dedication to professional example encourage of improvement efforts.	Integri or is proven to duty	ity, nent and		Model Marine, frequently em conduct, behavior, and actio inspiration to subordinates, Remarkable dedication to im others.	ns are tone-setting. An peers, and seniors.		N/O
Α	В	С	D			E	F		G	Н
4 E	NSTIRING WELL-BEING OF SUR	ORD	INATES. Genuine interest in the we	II-bain:	of M	arina	e Efforte anhance subordina	stee' shillty to concentra	telfoci	
on ur	ilt mission accomplishment. Co	ncer	n for family readiness is inherent. T	he imp	ortan	ce pi	aced on welfare of subordina	tes is based on the bell	ef that	10
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 or responsibility among junior Marinet themselves and their subordinates. fosters the development of and use systems for subordinates which imability to contribute to unit mission accomplishment. Efforts to enhan subordinate weitare improve the urto accomplish its mission.	s for Actives supp prove	ort their		Noticeably enhances subord resulting in a measurable inceffectiveness. Maximizes un to provide subordinates with available. Proactive approact unit members to "take care o correcting potential problem hinder subordinates" effective recognized for techniques an produce results and build metamily atmosphere. Puts mo Marines always, into action.	rease in unit it and base resources the best support in the best s		N/O
Α	В	С	D			E	F		G	Н
5. C	OMMUNICATION SKILLS. The e	fficie	nt transmission and receipt of thou	ghts ar	nd Ide	as th	at enable and enhance leader	ship. Equal importance	given	<u> </u>
listen	ing, speaking, writing, and critic lex ideas in a form easily unders	al re stoo	ading skills. Interactive, allowing or 1 by everyone. Allows subordinates	ñe to p∈	ercelv	e pro	blems and situations, provid	e cóncise guidánce, and	<b>ехрге</b>	88
to a l	eader's ability to motivate as well Skilled in receiving and						Highly developed facility in	·		N/O
	conveying information. Communicates effectively in performance of duties.		verbalfy and in writing. Communic forms is accurate, intelligent, conci- timely. Communicates with clarity ensuring understanding of intent o Encourages and considers the con of others.	ation ir ise, and and ve r purpo	1 rve, 88.		Adept in composing written highest quality. Combines p skills which engender confid understanding irrespective o or size of the group address intuitive sense of when and it	documents of the resence and verbal lence and achieve of the setting, situation, ed. Displays an		0
Α	В	С	D			E	F		G	Н
JUS	TIFICATION:									
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	arine Reported On:				2. Occasion and Period Covered:		
a.	Last Name		b. First Name c. MI c	i. S	SN a. OCC b. From To		
	INTELLECT AND WISL	vou.	,				
				vave	beneficial to the Marine Corps. Increases the breadth a	nd de	nth
of wa	rfighting and leadership aptitud	<ol> <li>Re</li> </ol>	esources include resident schools; professions	ıl qua	allfications and certification processes; nonresident and that includes (but is not limited to) selections from the volvement in learning through new technologies.	othe	r."
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	В	c	D	E	F.	G	Н
2. Di	ECISION MAKING ABILITY. VIat	ble ar	nd timely problem solution. Contributing eleme	nts a	ire judgment and decisiveness. Decisions reflect the ba	lance	
betwe estab	een an optimal solution and a sa lished intent and the goal of mis	tisfa ssion	ctory, workable solution that generates tempo. accompilahment. Anticipation, mental agility,	Deci Intul	isions are made within the context of the commander's tion, 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	В	С	D	E	. F	G	Н
3 1	IDGMENT. The discretionary as	nect	of decision making. Draws on core values know	owle	dge, and personal experience to make wise choices.	Ш	
Comp	prehends the consequences of c	onte	mplated courses of action.	-	ge, and personal experience to make wise choices.		
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
Α	В	С	D	E	F	G	Н
1116	TIFICATION:						
1. E\	VALUATIONS. The extent to whi ations.	ich tr	ATION RESPONSIBILITIES  nis officer serving as a reporting official conduct  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 daministrative errors.		or required others to conduct, accurate, uninflated, and 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.	timei	y N/O
A	that were returned by HQMC for Inflated marking.		Section Cs were void of superlatives. Justifications were specific, verifitable, substantive, and where possible, quantifiable and supported the markings given.  D	E	F	G	н
	TIFICATION:  (MC 10835 (Rev. 7-11) (EF)		EOB UEEICIAL HEE OM A	Pri	vacy concitive when filled in PA	SE A	OF 5

1. Marine Reported On: a. Last Name			2. Occasion and Period Covered: . OCC b. From To					
d. Last Name	D. First Name	C. IVII	u. 33N	- a.	OCC B.	rioiii	10	
I. DIRECTED AND ADDITIONAL O	OMMENTS							
I. DIRECTED AND ADDITIONAL C	OMMENTS							
J. CERTIFICATION								
I CERTIFY that to the best of my know	ledge 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		(Signatu	re of Reporti	ing Senior	) (0	ate in YYYY	MMDD form	nat)
2. I ACKNOWLEDGE the adverse nature	of this report and				_			
I have no statement to make								
I have attached a statement	- (5	Signature	of Marine Re	norted On	<u>, (I</u>	Date in YYY	MMDD for	mat)
K. REVIEWING OFFICER COMME	•	orginature	or marine re	ported of	'1			
1. OBSERVATION: Sufficient	Insufficient		2. EVALUATI	ON:	Concur	□ Do I	Not Concur	
3. COMPARATIVE ASSESSMENT:	DESCRIP	TION			COMP	ARATIVE AS	SESSMEN	Т
Provide a comparative assessment of	THE EMINENTLY QUALIFIED MARINE					_		-
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.					<u>@</u> \$			
	ONE OF THE FEW							
	EXCEPTIONALLY QUALIFIED MARINES							
	ONE OF THE MANY HIGHLY QUALIFIED							
	PROFESSIONALS							
	MAJORITY OF THIS GRADE  A QUALIFIED MARINE					2, 62, 63,		
	UNSATIS	FACTORY	,					
4 REVIEWING OFFICER COMMENTS:								
4. REVIEWING OFFICER COMMENTS: Include: promotion, command, assignment, resi	Amplify your comparative dent PME, and retention; a						evelopment t	0
<ol><li>I CERTIFY that to the best of my know belief all entries made hereon are true and</li></ol>								
prejudice or partiality.			, n			D-to in VVV	VALUED 6-	
		(Signatu	re of Review	ing Office	r)	(Date in YYY	YMMDD to	mat)
6. I ACKNOWLEDGE the adverse nature	of this report and							
I have no statement to make							ЩШ	
I have attached a statement	(9	Signature	of Marine Re	ported Or	n)	(Date in YYY	YMMDD fo	rmat)
L. ADDENDUM PAGE								
ADDENDUM	PAGE ATTACHED:		YES					
NAVMC 10835 (Rev. 7-11) (EF)	FOR OFFICIAL	LISE ON	II V - Privacy	concitivo	when filled in		PAGE 5	OF 5

### 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**

Term or Acronym PES FITREP MMRP MRO	Definition or Identification Performance Evaluation System Fitness Report Manpower Management Division, Records and Performance Branch (Formerly MMSB) Marine Reported On				
RS	Reporting Senior				
RO PARS	Reviewing Officer Performance Anchored Rating Scale (the 14				
RV	attributes) Relative Value				
Notes					