



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3280 RUSSELL ROAD
QUANTICO, VA 22134-5103

IN REPLY REFER TO:
1400
MMPR-2

APR 09 2010

From: Commandant of the Marine Corps
To: Colonel Grover C. Lewis III USMC
Subj: PRECEPT CONVENING THE FY 2010 GUNNERY SERGEANT SELECTION BOARD

Encl: (1) Supplemental Guidance for the FY 2010 Gunnery Sergeant Selection Board

1. The selection board, consisting of yourself as the president and the following additional board members, to consider all eligible staff noncommissioned officers (SNCOs) for promotion to the next higher grade, is appointed:

Lieutenant Colonel Jeffrey M. Graham, USMC
Lieutenant Colonel Alan W. Solter, USMC
Major Tina M. Smith, USMC
Major Mark E. Vanskike, USMC
Major Gregory J. Wardman Jr., USMC
Captain Andrew B. Dabbs, USMC
Captain Stephen J. Lebo, USMC
Chief Warrant Officer-4 Jarrod L. Thompson, USMC
Sergeant Major Carri S. Belle, USMC
Sergeant Major Michael C. Daley, USMC
Sergeant Major Richard A. Lewallen, USMC
Sergeant Major Timothy G. Ruff, USMC
Sergeant Major Donald K. Williams, USMC
Master Gunnery Sergeant Eva A. Beal, USMC
Master Gunnery Sergeant Robert L. Conkins Jr., USMC
Master Gunnery Sergeant William S. Elliot, USMC
Master Gunnery Sergeant Micheal E. Holcomb, USMC
Master Gunnery Sergeant Eric S. Holland, USMC
Master Gunnery Sergeant Christopher Martin, USMC
Master Gunnery Sergeant Donald L. Samuels Jr., USMC

2. Captain John L. Williams II, USMC, will serve as the senior recorder. Master Sergeant Adam K. Criswell, USMC, and Master Sergeant Vasco R. Sutton, USMC, will serve as assistant recorders. A recorder will be present during all selection board deliberations.

3. The following administrative support personnel are hereby appointed:

Col Terence P. Brennan, USMC

Mr. William A. Hicks
Maj Ryan W. Reilly, USMC
Mrs. Lesley A. Ecker
Ms. Min Mei
Ms. Cynthia Guillory
Ms. Janet Ector
Ms. Gladys Johnson
Ms. Dawn K. Murphy
GySgt Sandra V. Aspiazu, USMC
GySgt Meghan L. Nesbitt, USMC
Cpl Lawrence E. Blaushield, USMC
Cpl Shenetta L. Moye, USMC
PFC Paris Brayboy, USMC
PFC Devin J. Brummel, USMC
PFC David A. Lewis, USMC
PFC Martavious C. Mathis, USMC
PFC Dexter J.B. McBryde, USMC
PFC Quinton Neal, USMC
PFC Brandon Rivero, USMC
PFC Anthony C. Rogers, USMC
PFC Joshua D. Scharp, USMC
PFC Markell D. Watts, USMC

4. The selection board is ordered to convene at Harry Lee Hall, Marine Corps Base, Quantico, Virginia, on 13 April 2010, or as soon thereafter as is practicable. Enclosure (1) contains additional guidance for board members to consider in determining the promotion potential and professional qualifications of Marines eligible for consideration.

5. The function of the selection board is to recommend eligible SNCOs to the next higher grade. The Marines selected will be SNCOs whom a majority of the members of the board consider best qualified for promotion to meet the needs of the Marine Corps. In addition to the foregoing standard of best qualified, all Marines recommended for promotion must be fully qualified. Each Marine's qualifications and performance of duty must clearly demonstrate the Marine will be capable of performing the duties normally associated with the next higher grade. This standard applies to all eligible Marines, including those above zone and below zone.

6. The eligibility criteria for consideration for selection in each military occupational specialty (MOS) was promulgated by MARADMIN 097/10 and 158/10.

7. Consideration of below zone eligible Marines.

a. Not more than five percent, or one selection, whichever is greater, may be selected from the below zone of each MOS or OccFld. In addition, the total number of below zone selectees

will not exceed five percent of the total allocation for all MOSSs/OccFlds.

b. The selection of a Marine from the below zone must be based on the best and fully qualified standard applicable to all eligible Marines. When considering the records of Marines equally well qualified for promotion, you may consider the fact that a selection from the below zone benefits the Marine Corps by creating an incentive for superior performance by Marines below the promotion zone. Accordingly, the selection board is directed to give Marines in the below zone the same careful consideration given other Marines in the above and promotion zones.

8. The selection board will limit the number of selections for promotion to the number of allocations. Changes to allocations, if any, will be published in the selection MARADMIN announcing the results of the board.

9. Upon completion of its proceedings, the selection board will submit its report to the Commandant of the Marine Corps or his authorized representative for approval and signature. The report of the board will be in writing, signed by each member of the board and the recorders. It will contain the names of the Marines the board recommends for promotion. The report will certify the board complied with all instructions contained in this Precept and, as appropriate, other guidance or instruction provided by the Commandant of the Marine Corps. The report of the board will further certify the board carefully considered the record of each Marine whose name was furnished to it and in the majority opinion of the board, the Marines recommended by the board are best qualified and fully qualified.


A. BALINAS
By direction

SUPPLEMENTAL GUIDANCE FOR THE
FY 2010 GUNNERY SERGEANT SELECTION BOARD

Ref: (a) MCO P1400.32D w/CH 1 (MARCORPROMMAN, VOL 2, ENLPROM)
(b) MCO P1200.7M (MOS MANUAL)
(c) MCO P1610.7E (PERFORMANCE EVALUATION SYSTEM)
(d) MCO P5300.12 (SUBSTANCE ABUSE)

1. References (a) and (b), as well as this Precept, state the policies and qualifications for selection to the staff noncommissioned officer (SNCO) grades. References (c) and (d) are germane. In the case of conflicting instructions, the guidelines in this Precept take precedence over those contained in references (a) through (d). The selection board will consider only the instructions and information provided by the Commandant of the Marine Corps or his authorized representative.

2. The following oath or affirmation shall be administered to the recorders by the president of the board:

"Do you solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

The following oath or affirmation shall be administered to the members of the board by the senior recorder:

"Do you solemnly swear (or affirm) that you will perform your duties as a member of this board without prejudice or partiality, having in view the special fitness of staff noncommissioned officers and the efficiency of the Marine Corps, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

The following oath or affirmation shall be administered to the administrative support personnel by the senior recorder.

"Do you solemnly swear (or affirm) that you will not disclose the proceedings or recommendations of this board pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

SUPPLEMENTAL GUIDANCE FOR THE
FY 2010 GUNNERY SERGEANT SELECTION BOARD

3. The Director, Manpower Plans and Policy Division, will provide the selection board the names of all Marines eligible for selection consideration. The board will carefully consider the record of every eligible Marine whose name is furnished.

4. Professional Military Education (PME) is a valuable and important aspect of a Marine staff noncommissioned officer's (SNCO) professional development. A well-educated core of SNCOs is better able to contribute to the effectiveness and success of the Marine Corps. The successful completion of appropriate level PME demonstrates a Marine's commitment to self-improvement and represents a desire to prepare for positions of increased responsibility. Marines who have not completed the appropriate PME requirements by the convening date of the board will be considered not fully qualified for promotion.

5. The selection board may request an extension of the promotion zone of an MOS, if a below zone exists for that MOS, and the board, after careful consideration of all records, decides that a sufficient number of qualified Marines cannot be found within the promotion zone and above zone. The board will coordinate with the Director, Manpower Plans and Policy Division (MP), via the Director, Manpower Management Division (MM) prior to effecting a zone change. Additionally, if the promotion opportunity decreases significantly, the board may request from the CMC (MP) via the CMC (MM) that the promotion zone be decreased to maintain promotion opportunity.

6. Marines who are selected for appointment to warrant officer or who are participating in the Marine Enlisted Commissioning Education Program are eligible for noncompetitive selection consideration. The selection of these Marines will not count against the competitive allocations. Reference (a) contains the criteria for evaluating Marines in this category. PME requirements are waived for Marines considered noncompetitively.

7. The selection board will carefully consider each Marine's appearance. Official photographs are the best indicators; however, if a record does not contain a photograph, every effort will be made to evaluate a Marine's appearance from fitness report markings.

8. All Marines are assigned to commands at the discretion of competent command authority. Accordingly, billet assignments are widely diverse, with many Marines serving outside of their primary

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MOS in billets that could be considered less desirable, and/or in commands that may not be considered within the mainstream of the Marine Corps. Regardless of duty assignment, all Marines serve because there is a vital need to support the continued readiness of our Corps. Marines serving in billets outside their primary MOS are to be considered qualified for promotion based upon their performance in their assigned duties.

9. Particular effort must be applied to interpreting the markings of fitness reports before, during, and after assignment to recruiting or drill instructor duty. Because of the standards applied during these assignments, marks may be lower than marks reflected by an equal level of performance in other duty assignments. Additionally, the following should be carefully considered:

a. The recruiting of highly qualified men and women for the Marine Corps is one of the most difficult and demanding duties that any Marine can face today. Marines who undergo a rigorous screening process, successfully complete a difficult training program, and are presently serving in or have successfully completed a recruiting assignment, will be considered "highly qualified" for promotion, unless evidence to the contrary is presented. The board should be especially diligent in determining, to the best of its ability, whether performance of duty while on recruiting duty reflects a dedication to compliance with all guidance and procedures. If noncompetitive markings on fitness reports appear to be solely the result of a failure to meet a recruiting quota, even though all guidance and procedures were complied with, and the Marine's overall record shows characteristics that otherwise would suggest a high potential for effective performance at a higher grade, the board will use its judgment in weighing the significance of the lower marks.

b. Marines who passed a rigid screening process, underwent rigorous training requirements, and are successfully serving in or have successfully completed a demanding assignment as a drill instructor, will be considered "highly qualified" for promotion.

c. The records of some Marines will indicate that they have performed duty with the Marine Security Guard Battalion. The requirements for such assignments are stringent, and a successful tour of duty is indicative of superior leadership qualities. These Marines will be considered "highly qualified" for promotion.

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d. The records of some Marines will indicate that they have performed duty with the Marine Corps Security Force. The requirements for such assignments are stringent, and a successful tour of duty is indicative of superior leadership qualities. These Marines will be considered "highly qualified" for promotion.

e. The records of some Marines will indicate they are serving in or have completed duty as Instructors with the Schools of Infantry and received a secondary MOS of 8513. This demanding duty literally brings to life the fundamental connection between the Marine and his/her rifle and the relationships between Marines that build trust and reliance on each other. Teaching our Marines their basic combat skills is the all-important second step in the "making of Marines." Marines who have passed a rigorous screening process, undergone rigorous training requirements, and are serving in or have successfully completed the demanding assignment as a School of Infantry Instructor will be considered "highly qualified" for promotion.

f. Marines who passed a rigid screening, assessment and selection process; underwent rigorous requirements, and are successfully serving in a demanding assignment as a critical skills operator (CSO) with Marine Corps Special Operations Command, will be considered "highly qualified" for promotion."

10. Marines with certain primary MOSs historically do not have an opportunity to serve in B-billetts due to extensive school training, career progression at a certain pay grade, perishable MOS skills, or insufficient overall strength of the MOS. Marines in these occupational specialties will not be denied the opportunity to serve in a B-billet if the MOS can afford the assignment; however, they will not routinely be assigned to such duties. Due to this limited opportunity to serve in a B-billet, Marines who fit this category should be given equal consideration with their peers even though they may not have served in a B-billet.

11. The War on Terrorism has seen the growth of billets traditionally not filled by Marine staff noncommissioned officers. Staff noncommissioned officers assigned to nation building and crisis operations billets are critical to the success of our Country's policies. The board should be especially diligent in weighing the qualifications of staff noncommissioned officers serving in Transition Teams (TT) and Joint Individual Augmentation (IA) Billets. Service in these critical billets should weigh equal to traditional Marine Corps staff noncommissioned officer billets

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in the operational forces supporting the Global War on Terrorism during board deliberations.

12. Members of the selection board will familiarize themselves with Marine Corps policy on alcoholism and alcohol abuse as outlined in reference (d). The board will not deny selection opportunity to Marines diagnosed and successfully treated for alcoholism or alcohol abuse. However, the board will consider any misconduct or reduction in performance resulting from alcoholism or alcohol abuse when determining fitness for promotion.

13. Selection board members will familiarize themselves with Marine Corps policy concerning the distribution, possession, or use of illegal drugs. The detrimental effect of drug use in individual performance, leadership, and mission accomplishment is damaging not only to the Marine, but also to the Marine Corps as a whole. Disregard for disciplinary and organizational values will not be tolerated, and the board will consider such behavior when a Marine's potential is evaluated.

14. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, creed, color, gender, or national origin. The Marine Corps strives to maintain a professional working environment in which a Marine's race, creed, color, gender, or national origin will not impact their professional opportunities. Accordingly, within this board's charter to select those SNCOs who are best and fully qualified, you must ensure that SNCOs are not disadvantaged because of their race, creed, color, gender, or national origin.

a. In your evaluation of the records of all Marines, you must clearly afford them fair and equitable consideration. You should be particularly vigilant in your evaluation of these records to take care that no Marine's selection opportunity is disadvantaged by past attitudes or by service utilization policies or practices. You should evaluate each Marine's potential to assume the responsibilities of the next higher grade, the overriding factor being performance of assigned duties.

b. This guidance should not be interpreted as requiring or permitting preferential treatment of any Marine or group of Marines on the basis of race, creed, color, gender, or national origin.

15. The official military personnel records provided to the selection board may include medical documents relevant to a

SUPPLEMENTAL GUIDANCE FOR THE
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Marine's physical qualifications. If the board desires clarification of any such document, the board president will reduce the board's questions to writing and forward them to the Director, Manpower Management Division. The Director will provide such clarification as may be appropriate.

16. The enlisted promotion system does not have a medical prerequisite for promotion. The policy of the Commandant of the Marine Corps is that all enlisted Marines who are otherwise qualified will not lose their eligibility for promotion consideration if hospitalized or if on temporary limited duty due to medical reasons. However, enlisted Marines who have been approved for Permanent Limited Duty (PLD), who have less than 20 qualifying years of service for retirement, and are retained in a PLD category to complete 20 years of qualifying service for retirement, are not eligible for selection consideration.

17. All communications intended to express the views of the Commandant of the Marine Corps or other senior authority to the members of the selection board shall be in writing, furnished to each member, and made a part of the board record. The board shall consider only those official records, other information, and guidelines provided by the Commandant of the Marine Corps. No voting board member may communicate with an eligible Marine, reporting senior, or other person to solicit information, favorable or unfavorable, about an eligible Marine.

18. All documented incidents of misconduct and substandard performance that are included in a Marine's official record must be briefed to all voting board members. Members must carefully consider each such incident in connection with their deliberations. When discussing a member's personal knowledge of the professional qualifications of an eligible Marine, the board is reminded that if personal remarks, based on a member's personal knowledge, could be considered adverse, the member cannot discuss their personal knowledge or evaluation unless such adverse information is contained in the Marine's official record or other official material placed before the board for consideration. Should an eligible Marine's record reveal the removal of a fitness report by the Performance Evaluation Review Board or the Board for Correction of Naval Records, the member may not discuss their personal knowledge of the fitness report or the circumstances that resulted in the removal of the report from the Marine's official record.

19. Faced with many highly qualified Marines, there may be a

SUPPLEMENTAL GUIDANCE FOR THE
FY 2010 GUNNERY SERGEANT SELECTION BOARD

tendency to simplify your task by summarily putting aside the folders of Marines whose past records are less than perfect. However, to do this is to fall short of your obligation. Your charge is to find the "best qualified" Marines. A judgment of the whole person and the whole record is required to determine whose future potential will best serve the Marine Corps. You may conclude that particular adverse information undermines a Marine's ability to serve successfully in a position of increased authority and responsibility, despite an otherwise outstanding record. On the other hand, you may find that a Marine's overall outstanding performance demonstrates such potential for future service that it outweighs any deficiency noted in the record. Some Marines will have learned from their mistakes in ways that make them stronger; others will have strengths that outweigh relatively small weaknesses in their records. Please make the best, not simply the most obviously defensible choices. By doing this, you will not only fulfill your obligation, you will also better serve the Marine Corps.

20. In your consideration, please be sensitive to the fact that the needs of the Marine Corps have changed over the years and will continue to change. Be especially alert for Marines who have embraced change by conceiving and trying new solutions to our most challenging problems. The Marine Corps needs bold Marines who are willing to think creatively and take well-calculated risks. Give priority to promoting Marines who have shown initiative in finding and pursuing the most effective ways of accomplishing our mission. Also note, in this regard, that Marines with the greatest capacity for innovation may have served in billets different from the norm. In the context of a changing Marine Corps, the best-qualified Marines may reflect a variety of backgrounds.

2010 USMC GUNNERY SERGEANT SELECTION BOARD

CONVENING DATE: 2010/04/13

ADJOURNMENT DATE: 2010/06/09

AUTHORIZED TO SELECT: 1858

OVERALL STATISTICS

	ABOVE ZONE	IN ZONE	BELOW ZONE
ELIGIBLE	3189	2217	2021
SELECTED	702	1149	0
% SELECTED	22.0	51.8	0.0
% ALLOCATION	37.8	61.8	0.0
PERCENT OF ELIGIBLE (AZ+IZ) MARINES SUBMITTING PHOTOS:			99.0
PERCENT OF ELIGIBLE (AZ+IZ) MARINES WITH PME:			94.8

RACE/ETHNIC INFORMATION

MALE: 6983

	ABOVE ZONE			IN ZONE			BELOW ZONE		
	ELIG	SEL	%SEL	ELIG	SEL	%SEL	ELIG	SEL	%SEL
WHITE	1554	352	22.7	1167	619	53.0	1035	0	0.0
BLACK	701	140	20.0	360	171	47.5	303	0	0.0
HISPANIC	566	122	21.6	376	190	50.5	416	0	0.0
ASIAN/PAC	99	26	26.3	64	36	56.3	52	0	0.0
AMER IND	46	8	17.4	47	25	53.2	30	0	0.0
OTHER	72	18	25.0	54	28	51.9	41	0	0.0
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TOTAL	3038	666	21.9	2068	1069	51.7	1877	0	0.0

FEMALE: 444

	ABOVE ZONE			IN ZONE			BELOW ZONE		
	ELIG	SEL	%SEL	ELIG	SEL	%SEL	ELIG	SEL	%SEL
WHITE	46	11	23.9	56	31	55.4	63	0	0.0
BLACK	56	15	26.8	37	17	45.9	29	0	0.0
HISPANIC	32	6	18.8	40	22	55.0	42	0	0.0
ASIAN/PAC	11	3	27.3	6	4	66.7	7	0	0.0
AMER IND	2	0	0.0	2	2	100.0	1	0	0.0
OTHER	4	1	25.0	8	4	50.0	2	0	0.0
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TOTAL	151	36	23.8	149	80	53.7	144	0	0.0

TOTAL: 7427

	ABOVE ZONE			IN ZONE			BELOW ZONE		
	ELIG	SEL	%SEL	ELIG	SEL	%SEL	ELIG	SEL	%SEL
WHITE	1600	363	22.7	1223	650	53.1	1098	0	0.0
BLACK	757	155	20.5	397	188	47.4	332	0	0.0
HISPANIC	598	128	21.4	416	212	51.0	458	0	0.0
ASIAN/PAC	110	29	26.4	70	40	57.1	59	0	0.0
AMER IND	48	8	16.7	49	27	55.1	31	0	0.0
OTHER	76	19	25.0	62	32	51.6	43	0	0.0
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TOTAL	3189	702	22.0	2217	1149	51.8	2021	0	0.0



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HEADQUARTERS UNITED STATES MARINE CORPS
3280 RUSSELL ROAD
QUANTICO, VA 22134-5103

IN REPLY REFER TO:
1400
MMPR-2
10 APR 2009

From: Commandant of the Marine Corps
To: Colonel Robert E. Wallace [REDACTED] USMC
Subj: PRECEPT CONVENING THE FY 2009 GUNNERY SERGEANT SELECTION BOARD

Encl: (1) Supplemental Guidance for the FY 2009 Gunnery Sergeant Selection Board

1. The selection board, consisting of yourself as the president and the following additional board members, to consider all eligible staff noncommissioned officers (SNCOs) for promotion to the next higher grade, is appointed:

Lieutenant Colonel Lloyd E. Bonzo II, USMC
Lieutenant Colonel Earl W. Daniels, USMC
Major James D. Jarvis, USMC
Major Jonathan A. Norris, USMC
Captain Robert S. Carlborg, USMC
Captain Troy T. Garlock, USMC
Captain Mario Mangiameli, USMC
Chief Warrant Officer-4 Ellsworth J. McGuire Sr., USMC
Sergeant Major Gary T. Bow, USMC
Sergeant Major Daniel A. Huff, USMC
Sergeant Major Charles M. Kurz, USMC
Sergeant Major Jason P. Ruff, USMC
Sergeant Major James E. Smith Jr., USMC
Sergeant Major Gabriel Pintos, USMC
Master Gunnery Sergeant Daniel J. Clinger, USMC
Master Gunnery Sergeant Kenneth F. Costello, USMC
Master Gunnery Sergeant Willie J. Currie Jr., USMC
Master Gunnery Sergeant Carol J. Ottley, USMC
Master Gunnery Sergeant Ronald Pressley, USMC
Master Gunnery Sergeant Gerry A. Williams, USMC

2. Captain Jonathan C. Howard, USMC, will serve as the senior recorder. Master Gunnery Sergeant Eric S. Palso, USMC, and Master Sergeant Phillip K. Frazier, USMC, will serve as assistant recorders. A recorder will be present during all selection board deliberations.

3. The following administrative support personnel are hereby appointed:

Col Grover C. Lewis III, USMC
Mr. William A. Hicks
Maj Ryan W. Reilly, USMC
Mrs. Lesley A. Ecker

Subj: PRECEPT CONVENING THE FY 2009 GUNNERY SERGEANT SELECTION BOARD

Ms. Min Mei
Ms. Cynthia Guillory
Ms. Janet Ector
Ms. Gladys Johnson
Ms. Dawn K. Murphy
MSgt Anita G. Robertson, USMC
GySgt Sandra V. Aspiazu, USMC
GySgt Meghan L. Nesbitt, USMC
SSgt Daniel Elizondo, USMC
Cpl Charles T. Flippin, USMC
Cpl Shenetta L. Moye, USMC
LCpl Nataly Santiago, USMC
PFC Alexander M. Calloway, USMC
PFC Mercedes A. Desiderio, USMC
PFC Jason E. Favors, USMC
PFC Aaron S. Hughes, USMC
PFC Rachelle M. Kovach, USMC
PFC Michelle D. Lynch, USMC
PFC Jamarius M. Porche, USMC
PFC Dennis M. Quinn Jr., USMC
PFC Regina C. Ward, USMC

4. The selection board is ordered to convene at Harry Lee Hall, Marine Corps Base, Quantico, Virginia, on 14 April 2009, or as soon thereafter as is practicable. Enclosure (1) contains additional guidance for board members to consider in determining the promotion potential and professional qualifications of Marines eligible for consideration.

5. The function of the selection board is to recommend eligible SNCOs to the next higher grade. The Marines selected will be SNCOs whom a majority of the members of the board consider best qualified for promotion to meet the needs of the Marine Corps. In addition to the foregoing standard of best qualified, all Marines recommended for promotion must be fully qualified. Each Marine's qualifications and performance of duty must clearly demonstrate the Marine will be capable of performing the duties normally associated with the next higher grade. This standard applies to all eligible Marines, including those above zone and below zone.

6. The eligibility criteria for consideration for selection in each military occupational specialty (MOS) was promulgated by MARADMIN 116/09 and 170/09.

7. Consideration of below zone eligible Marines.

a. Not more than five percent, or one selection, whichever is greater, may be selected from the below zone of each MOS or OccFld. In addition, the total number of below zone selectees will not exceed five percent of the total allocation for all MOSs/OccFlds.

Subj: PRECEPT CONVENING THE FY 2009 GUNNERY SERGEANT SELECTION BOARD

b. The selection of a Marine from the below zone must be based on the best and fully qualified standard applicable to all eligible Marines. When considering the records of Marines equally well qualified for promotion, you may consider the fact that a selection from the below zone benefits the Marine Corps by creating an incentive for superior performance by Marines below the promotion zone. Accordingly, the selection board is directed to give Marines in the below zone the same careful consideration given other Marines in the above and promotion zones.

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J. A. KESSLER
By direction

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FY 2009 GUNNERY SERGEANT SELECTION BOARD

Ref: (a) MCO P1400.32D w/CH 1 (MARCORPROMMAN, VOL 2, ENLPROM)
(b) MCO P1200.7M (MOS MANUAL)
(c) MCO P1610.7E (PERFORMANCE EVALUATION SYSTEM)
(d) MCO P5300.12 (SUBSTANCE ABUSE)

1. References (a) and (b), as well as this Precept, state the policies and qualifications for selection to the staff noncommissioned officer (SNCO) grades. References (c) and (d) are germane. In the case of conflicting instructions, the guidelines in this Precept take precedence over those contained in references (a) through (d). The selection board will consider only the instructions and information provided by the Commandant of the Marine Corps or his authorized representative.

2. The following oath or affirmation shall be administered to the recorders by the president of the board:

"Do you solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

The following oath or affirmation shall be administered to the members of the board by the senior recorder:

"Do you solemnly swear (or affirm) that you will perform your duties as a member of this board without prejudice or partiality, having in view the special fitness of staff noncommissioned officers and the efficiency of the Marine Corps, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

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8. All Marines are assigned to commands at the discretion of competent command authority. Accordingly, billet assignments are widely diverse, with many Marines serving outside of their primary

SUPPLEMENTAL GUIDANCE FOR THE
FY 2009 GUNNERY SERGEANT SELECTION BOARD

MOS in billets that could be considered less desirable, and/or in commands that may not be considered within the mainstream of the Marine Corps. Regardless of duty assignment, all Marines serve because there is a vital need to support the continued readiness of our Corps. Marines serving in billets outside their primary MOS are to be considered qualified for promotion based upon their performance in their assigned duties.

9. Particular effort must be applied to interpreting the markings of fitness reports before, during, and after assignment to recruiting or drill instructor duty. Because of the standards applied during these assignments, marks may be lower than marks reflected by an equal level of performance in other duty assignments. Additionally, the following should be carefully considered:

a. The recruiting of highly qualified men and women for the Marine Corps is one of the most difficult and demanding duties that any Marine can face today. Marines who undergo a rigorous screening process, successfully complete a difficult training program, and are presently serving in or have successfully completed a recruiting assignment, will be considered "highly qualified" for promotion, unless evidence to the contrary is presented. The board should be especially diligent in determining, to the best of its ability, whether performance of duty while on recruiting duty reflects a dedication to compliance with all guidance and procedures. If noncompetitive markings on fitness reports appear to be solely the result of a failure to meet a recruiting quota, even though all guidance and procedures were complied with, and the Marine's overall record shows characteristics that otherwise would suggest a high potential for effective performance at a higher grade, the board will use its judgment in weighing the significance of the lower marks.

b. Marines who passed a rigid screening process, underwent rigorous training requirements, and are successfully serving in or have successfully completed a demanding assignment as a drill instructor, will be considered "highly qualified" for promotion.

c. The records of some Marines will indicate that they have performed duty with the Marine Security Guard Battalion. The requirements for such assignments are stringent, and a successful tour of duty is indicative of superior leadership qualities. These Marines will be considered "highly qualified" for promotion.

SUPPLEMENTAL GUIDANCE FOR THE
FY 2009 GUNNERY SERGEANT SELECTION BOARD

d. The records of some Marines will indicate that they have performed duty with the Marine Corps Security Force. The requirements for such assignments are stringent, and a successful tour of duty is indicative of superior leadership qualities. These Marines will be considered "highly qualified" for promotion.

e. The records of some Marines will indicate they are serving in or have completed duty as Instructors with the Schools of Infantry and received a secondary MOS of 8513. This demanding duty literally brings to life the fundamental connection between the Marine and his/her rifle and the relationships between Marines that build trust and reliance on each other. Teaching our Marines their basic combat skills is the all-important second step in the "making of Marines." Marines who have passed a rigorous screening process, undergone rigorous training requirements, and are serving in or have successfully completed the demanding assignment as a School of Infantry Instructor will be considered "highly qualified" for promotion.

10. Marines with certain primary MOSs historically do not have an opportunity to serve in B-billetts due to extensive school training, career progression at a certain pay grade, perishable MOS skills, or insufficient overall strength of the MOS. Marines in these occupational specialties will not be denied the opportunity to serve in a B-billet if the MOS can afford the assignment; however, they will not routinely be assigned to such duties. Due to this limited opportunity to serve in a B-billet, Marines who fit this category should be given equal consideration with their peers even though they may not have served in a B-billet.

11. The War on Terrorism has seen the growth of billets traditionally not filled by Marine staff noncommissioned officers. Staff noncommissioned officers assigned to nation building and crisis operations billets are critical to the success of our Country's policies. The board should be especially diligent in weighing the qualifications of staff noncommissioned officers serving in Transition Teams (TT) and Joint Individual Augmentation (IA) Billets. Service in these critical billets should weigh equal to traditional Marine Corps staff noncommissioned officer billets in the operational forces supporting the Global War on Terrorism during board deliberations.

12. Members of the selection board will familiarize themselves with Marine Corps policy on alcoholism and alcohol abuse as outlined in reference (d). The board will not deny selection

SUPPLEMENTAL GUIDANCE FOR THE
FY 2009 GUNNERY SERGEANT SELECTION BOARD

opportunity to Marines diagnosed and successfully treated for alcoholism or alcohol abuse. However, the board will consider any misconduct or reduction in performance resulting from alcoholism or alcohol abuse when determining fitness for promotion.

13. Selection board members will familiarize themselves with Marine Corps policy concerning the distribution, possession, or use of illegal drugs. The detrimental effect of drug use in individual performance, leadership, and mission accomplishment is damaging not only to the Marine, but also to the Marine Corps as a whole. Disregard for disciplinary and organizational values will not be tolerated, and the board will consider such behavior when a Marine's potential is evaluated.

14. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, creed, color, gender, or national origin. The Marine Corps strives to maintain a professional working environment in which a Marine's race, creed, color, gender, or national origin will not impact their professional opportunities. Accordingly, within this board's charter to select those SNCOs who are best and fully qualified, you must ensure that SNCOs are not disadvantaged because of their race, creed, color, gender, or national origin.

a. In your evaluation of the records of all Marines, you must clearly afford them fair and equitable consideration. You should be particularly vigilant in your evaluation of these records to take care that no Marine's selection opportunity is disadvantaged by past attitudes or by service utilization policies or practices. You should evaluate each Marine's potential to assume the responsibilities of the next higher grade, the overriding factor being performance of assigned duties.

b. This guidance should not be interpreted as requiring or permitting preferential treatment of any Marine or group of Marines on the basis of race, creed, color, gender, or national origin.

15. The official military personnel records provided to the selection board may include medical documents relevant to a Marine's physical qualifications. If the board desires clarification of any such document, the board president will reduce the board's questions to writing and forward them to the Director, Manpower Management Division. The Director will provide such clarification as may be appropriate.

SUPPLEMENTAL GUIDANCE FOR THE
FY 2009 GUNNERY SERGEANT SELECTION BOARD

16. The enlisted promotion system does not have a medical prerequisite for promotion. The policy of the Commandant of the Marine Corps is that all enlisted Marines who are otherwise qualified will not lose their eligibility for promotion consideration if hospitalized or if on temporary limited duty due to medical reasons. However, enlisted Marines who have been approved for Permanent Limited Duty (PLD), who have less than 20 qualifying years of service for retirement, and are retained in a PLD category to complete 20 years of qualifying service for retirement, are not eligible for selection consideration.

17. All communications intended to express the views of the Commandant of the Marine Corps or other senior authority to the members of the selection board shall be in writing, furnished to each member, and made a part of the board record. The board shall consider only those official records, other information, and guidelines provided by the Commandant of the Marine Corps. No voting board member may communicate with an eligible Marine, reporting senior, or other person to solicit information, favorable or unfavorable, about an eligible Marine.

18. All documented incidents of misconduct and substandard performance that are included in a Marine's official record must be briefed to all voting board members. Members must carefully consider each such incident in connection with their deliberations. When discussing a member's personal knowledge of the professional qualifications of an eligible Marine, the board is reminded that if personal remarks, based on a member's personal knowledge, could be considered adverse, the member cannot discuss their personal knowledge or evaluation unless such adverse information is contained in the Marine's official record or other official material placed before the board for consideration. Should an eligible Marine's record reveal the removal of a fitness report by the Performance Evaluation Review Board or the Board for Correction of Naval Records, the member may not discuss their personal knowledge of the fitness report or the circumstances that resulted in the removal of the report from the Marine's official record.

19. Faced with many highly qualified Marines, there may be a tendency to simplify your task by summarily putting aside the folders of Marines whose past records are less than perfect. However, to do this is to fall short of your obligation. Your charge is to find the "best qualified" Marines. A judgment of the whole person and the whole record is required to determine whose future potential will best serve the Marine Corps. You may

SUPPLEMENTAL GUIDANCE FOR THE
FY 2009 GUNNERY SERGEANT SELECTION BOARD

conclude that particular adverse information undermines a Marine's ability to serve successfully in a position of increased authority and responsibility, despite an otherwise outstanding record. On the other hand, you may find that a Marine's overall outstanding performance demonstrates such potential for future service that it outweighs any deficiency noted in the record. Some Marines will have learned from their mistakes in ways that make them stronger; others will have strengths that outweigh relatively small weaknesses in their records. Please make the best, not simply the most obviously defensible choices. By doing this, you will not only fulfill your obligation, you will also better serve the Marine Corps.

20. In your consideration, please be sensitive to the fact that the needs of the Marine Corps have changed over the years and will continue to change. Be especially alert for Marines who have embraced change by conceiving and trying new solutions to our most challenging problems. The Marine Corps needs bold Marines who are willing to think creatively and take well-calculated risks. Give priority to promoting Marines who have shown initiative in finding and pursuing the most effective ways of accomplishing our mission. Also note, in this regard, that Marines with the greatest capacity for innovation may have served in billets different from the norm. In the context of a changing Marine Corps, the best-qualified Marines may reflect a variety of backgrounds.



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
MANPOWER AND RESERVE AFFAIRS DEPARTMENT
HARRY LEE HALL, 17 LEJEUNE ROAD
QUANTICO, VIRGINIA 22134-5104

IN REPLY REFER TO:

1400
MMPR-2

APR 14 2009

From: Commandant of the Marine Corps
To: Colonel Robert E. Wallace, USMC

Subj: MODIFICATIONS TO THE PRECEPT CONVENING THE FY 2009
GUNNERY SERGEANT SELECTION BOARD

Ref: (a) CMC ltr 1400 MMPR-2 of 10 Apr 09

1. The following modifications to reference (a) are authorized.

a. Master Gunnery Sergeant Eric S. Palso, USMC, replaced Master Gunnery Sergeant Ronald Pressley, USMC, as a board member.

b. Master Gunnery Ronald Pressley, USMC, replaced Master Gunnery Sergeant Eric S. Palso, USMC, as a recorder.

2. All other provisions and guidance in the reference remain the same.

A handwritten signature in black ink, appearing to read "W. A. Hicks", is positioned above the typed name.

W. A. HICKS
By direction

2009 USMC GUNNERY SERGEANT SELECTION BOARD

CONVENING DATE: 2009/04/14

ADJOURNMENT DATE: 2009/06/11

AUTHORIZED TO SELECT: 1854

OVERALL STATISTICS

	ABOVE ZONE	IN ZONE	BELOW ZONE
ELIGIBLE	3259	2174	1769
SELECTED	696	1126	23
% SELECTED	21.4	51.8	1.3
% ALLOCATION	37.5	60.7	1.2
PERCENT OF ELIGIBLE (AZ+IZ) MARINES SUBMITTING PHOTOS:			98.9
PERCENT OF ELIGIBLE (AZ+IZ) MARINES WITH PME:			94.7

RACE/ETHNIC INFORMATION

MALE: 6815

	ABOVE ZONE			IN ZONE			BELOW ZONE		
	ELIG	SEL	%SEL	ELIG	SEL	%SEL	ELIG	SEL	%SEL
WHITE	1635	386	23.6	1176	652	55.4	947	10	1.1
BLACK	722	138	19.1	345	132	38.3	258	4	1.6
HISPANIC	543	98	18.0	381	198	52.0	310	4	1.3
ASIAN/PAC	91	15	16.5	63	29	46.0	50	0	0.0
AMER IND	53	13	24.5	38	23	60.5	36	1	2.8
OTHER	77	17	22.1	51	33	64.7	39	2	5.1
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TOTAL	3121	667	21.4	2054	1067	51.9	1640	21	1.3

FEMALE: 387

	ABOVE ZONE			IN ZONE			BELOW ZONE		
	ELIG	SEL	%SEL	ELIG	SEL	%SEL	ELIG	SEL	%SEL
WHITE	50	12	24.0	46	27	58.7	58	1	1.7
BLACK	42	4	9.5	29	6	20.7	30	0	0.0
HISPANIC	30	8	26.7	27	17	63.0	30	1	3.3
ASIAN/PAC	6	1	16.7	13	5	38.5	4	0	0.0
AMER IND	3	1	33.3	0	0	0.0	3	0	0.0
OTHER	7	3	42.9	5	4	80.0	4	0	0.0
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TOTAL	138	29	21.0	120	59	49.2	129	2	1.6

TOTAL: 7202

	ABOVE ZONE			IN ZONE			BELOW ZONE		
	ELIG	SEL	%SEL	ELIG	SEL	%SEL	ELIG	SEL	%SEL
WHITE	1685	398	23.6	1222	679	55.6	1005	11	1.1
BLACK	764	142	18.6	374	138	36.9	288	4	1.4
HISPANIC	573	106	18.5	408	215	52.7	340	5	1.5
ASIAN/PAC	97	16	16.5	76	34	44.7	54	0	0.0
AMER IND	56	14	25.0	38	23	60.5	39	1	2.6
OTHER	84	20	23.8	56	37	66.1	43	2	4.7
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TOTAL	3259	696	21.4	2174	1126	51.8	1769	23	1.3



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3280 RUSSELL ROAD
QUANTICO, VIRGINIA 22134-5103

IN REPLY REFER TO:

1400
MMPR-2

APR 2008

From: Commandant of the Marine Corps
To: Colonel Thomas N. Goben, USMC

Subj: PRECEPT CONVENING THE FY 2008 GUNNERY SERGEANT SELECTION BOARD

Encl: (1) Supplemental Guidance for the FY 2008 Gunnery Sergeant Selection Board

1. The selection board, consisting of yourself as the president and the following additional board members, to consider all eligible staff sergeants for promotion to the next higher grade, is appointed:

Lieutenant Colonel David W. Lancaster, USMC
Major Lesley W. Chiu, USMC
Major Joseph R. Clearfield, USMC
Major David S. Heino, USMC
Major Robert M. Hutto, USMC
Captain Mark P. Braithwaite, USMC
Captain Robert N. Stonaker, USMC
Chief Warrant Officer 2 Dancy R. Simons, USMC
Sergeant Major Curtis M. Anderson, USMC
Sergeant Major Mark C. Freres, USMC
Sergeant Major James R. Green, USMC
Sergeant Major Willie R. Perry Jr., USMC
Sergeant Major Scott A. Samuels, USMC
Sergeant Major Stephen C. Smith, USMC
Master Gunnery Sergeant Eva A. Beal, USMC
Master Gunnery Sergeant John P. Craig, USMC
Master Gunnery Sergeant James D. Flanagan, USMC
Master Gunnery Sergeant Byron K. Gale, USMC
Master Gunnery Sergeant Leonard F. McCullough, USMC
Master Gunnery Sergeant Anthony P. Petrucci, USMC

2. Captain Nathan R. Packard, USMC, will serve as the senior recorder. Master Sergeant James M. Capps, USMC and Master Sergeant Celestino Vargas Jr., USMC, will serve as assistant recorders. A recorder will be present during all selection board deliberations.

Subj: PRECEPT CONVENING THE FY 2008 GUNNERY SERGEANT SELECTION BOARD

3. The following administrative support personnel are hereby appointed:

Col Richard W. Yoder, USMC
Col Grover C. Lewis III, USMC
Mr. William A. Hicks
Maj Ryan W. Reilly, USMC
Mrs. Lesley A. Ecker
Ms. Min Mei
Ms. Janet Ector
Ms. Cynthia E. Guillory
Ms. Gladys Johnson
Ms. Dawn K. Murphy
MSgt Anita G. Robertson, USMC
SSgt Sandra V. Aspiazu, USMC
Cpl Charles T. Flippin, USMC
Cpl Andrew T. Gutierrez, USMC
LCpl James M. Amen, USMC
LCpl Jessica N. Richardson, USMC
LCpl Raymond W. Vensel, USMC
PFC Tyrika D. Bradby, USMC
PFC Andrew Hubbartt, USMC
PFC Floyd Knight, USMC
PFC Joel E. Phillip, USMC
PFC Crystal L. Sigler, USMC
PFC Lance A. Walker, USMC

4. The selection board is ordered to convene at Harry Lee Hall, Marine Corps Base, Quantico, Virginia, on 15 April 2008. In accordance with MARADMINs 114/08, and 183/08 a copy of updated zones and allocations will be provided to each board member via separate correspondence. Enclosure (1) contains additional guidance for board members to consider in determining the professional qualifications and promotion potential of Marines eligible for consideration.

5. The function of the selection board is to recommend eligible staff sergeants for promotion to the next higher grade. The Marines selected will be those whom a majority of the members of the board consider best qualified for promotion to meet the needs of the Marine Corps. In addition to the standard of best qualified, all Marines recommended for promotion must be fully qualified. Each Marine's qualifications and performance of duty must clearly demonstrate that the Marine will be capable of

Subj: PRECEPT CONVENING THE FY 2008 GUNNERY SERGEANT SELECTION BOARD

performing those duties normally associated with the next higher grade. This standard applies to all eligible Marines, including those above zone and below zone.

6. The eligibility criteria for consideration for selection in each military occupational specialty (MOS) were promulgated by MARADMINs 114/08 and 183/08. The selection board will limit the number of selections for promotion to the allocations provided. Changes to allocations, if any, will be provided to each board member as they occur.

7. Consideration of below zone eligible Marines.

a. Not more than five percent, or one selection, whichever is greater, may be selected from the below zone of each MOS. In addition, the total number of below zone selectees will not exceed five percent of the total allocation for all MOSs.

b. The selection of a Marine from the below zone must be based on the best qualified and fully qualified standard applicable to all eligible Marines. When considering the records of Marines equally well qualified for promotion, you may consider the fact that a selection from the below zone benefits the Marine Corps by creating an incentive for superior performance by Marines below the promotion zone. Accordingly, the selection board is directed to give Marines in the below zone the same careful consideration given other Marines in the above and promotion zones.

8. Upon completion of its proceedings, the selection board will submit its report to the Commandant of the Marine Corps or his authorized representative for approval and signature. The report of the board will be in writing, signed by each member of the board and the recorders. It shall contain the names of the Marines the board recommends for promotion. The report will certify the board has complied with all instructions contained in this Precept and, as appropriate, other guidance or instruction provided by the Commandant of the Marine Corps. The report of the board shall certify the board has carefully

Subj: PRECEPT CONVENING THE FY 2008 GUNNERY SERGEANT SELECTION BOARD

considered the record of each Marine whose name was furnished to it and that, in the majority opinion of the board, the Marines selected are the best and fully qualified for promotion.



S. M. FENSTERMACHER

By direction

SUPPLEMENTAL GUIDANCE FOR THE
FY 2008 GUNNERY SERGEANT SELECTION BOARD

Ref: (a) MCO P1400.32D (MARCORPROMMAN, VOL 2, ENLPROM)
(b) MCO P1200.7M (MOS MANUAL)
(c) MCO P1610.7F (PERFORMANCE EVALUATION SYSTEM)
(d) MCO P5300.12 (SUBSTANCE ABUSE)

1. References (a) and (b), as well as this Precept, state the policies and qualifications for selection to the staff noncommissioned officer (SNCO) grades. References (c) and (d) are germane. In the case of conflicting instructions, the guidelines in this Precept take precedence over those contained in references (a) through (d). The selection board will consider only the instructions and information provided by the Commandant of the Marine Corps or his authorized representative.

2. The following oath or affirmation shall be administered to the recorders by the president of the board:

"Do you solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

The following oath or affirmation shall be administered to the members of the board by the senior recorder:

"Do you solemnly swear (or affirm) that you will perform your duties as a member of this board without prejudice or partiality, having in view the special fitness of staff noncommissioned officers and the efficiency of the Marine Corps, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

The following oath or affirmation shall be administered to the administrative support personnel by the senior recorder.

"Do you solemnly swear (or affirm) that you will not disclose the proceedings or recommendations of this board pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

SUPPLEMENTAL GUIDANCE FOR THE
FY 2008 GUNNERY SERGEANT SELECTION BOARD

3. The Director, Manpower Plans and Policy Division, will provide the selection board the names of all Marines eligible for selection consideration. The board will carefully consider the record of every eligible Marine whose name is furnished.

4. Professional military education (PME) is a valuable and important aspect of a Marine staff noncommissioned officer's (SNCO) professional development. A well-educated core of SNCOs is better able to contribute to the effectiveness and success of the Marine Corps. The successful completion of appropriate level PME demonstrates a Marine's commitment to self-improvement and represents a desire to prepare for positions of increased responsibility. Marines who have not completed the appropriate PME requirements by the convening date of the board will be considered less than fully qualified for promotion.

5. The selection board may request an extension of the promotion zone of an MOS, if a below zone exists for that MOS, and the board, after careful consideration of all records, decides that a sufficient number of qualified Marines cannot be found within the promotion zone and above zone. The board will coordinate with the Director, Manpower Plans and Policy Division (MP), via the Director, Personnel Management Division (MM) prior to effecting a zone change. Additionally, if the promotion opportunity decreases significantly, the board may request from CMC (MP) via the CMC (MM) that the promotion zone be decreased to maintain promotion opportunity.

6. Marines who are selected for appointment to warrant officer or who are participating in the Marine Enlisted Commissioning Education Program are eligible for noncompetitive selection consideration. The selection of these Marines will not count against the competitive allocations. Reference (a) contains the criteria for evaluating Marines in this category. PME requirements are waived for Marines considered noncompetitively.

7. The selection board will carefully consider each Marine's appearance. Official photographs are the best indicators; however, if a record does not contain a photograph, every effort will be made to evaluate a Marine's appearance from fitness report markings.

8. All Marines are assigned to commands at the discretion of competent command authority. Accordingly, billet assignments are widely diverse, with many Marines serving outside of their primary

SUPPLEMENTAL GUIDANCE FOR THE
FY 2008 GUNNERY SERGEANT SELECTION BOARD

MOS in billets that could be considered less desirable, and/or in commands that may not be considered within the mainstream of the Marine Corps. Regardless of duty assignment, all Marines serve because there is a vital need to support the continued readiness of our Corps. Marines serving in billets outside their primary MOS are to be considered qualified for promotion based upon their performance in their assigned duties.

9. Particular effort must be applied to interpreting the markings of fitness reports before, during, and after assignment to recruiting or drill instructor duty. Because of the standards applied during these assignments, marks may be lower than marks reflected by an equal level of performance in other duty assignments. Additionally, the following should be carefully considered:

a. The recruiting of highly qualified men and women for the Marine Corps is one of the most difficult and demanding duties that any Marine can face today. Marines who undergo a rigorous screening process, successfully complete a difficult training program, and are presently serving in or have successfully completed a recruiting assignment, will be considered "highly qualified" for promotion, unless evidence to the contrary is presented. The board should be especially diligent in determining, to the best of its ability, whether performance of duty while on recruiting duty reflects a dedication to compliance with all guidance and procedures. If noncompetitive markings on fitness reports appear to be solely the result of a failure to meet a recruiting quota, even though all guidance and procedures were complied with, and the Marine's overall record shows characteristics that otherwise would suggest a high potential for effective performance at a higher grade, the board will use its judgment in weighing the significance of the lower marks.

b. Marines who passed a rigid screening process, underwent rigorous training requirements, and are successfully serving in or have successfully completed a demanding assignment as a drill instructor, will be considered "highly qualified" for promotion.

c. The records of some Marines will indicate that they have performed duty as a Marine Security Guard Detachment Commander. The requirements for such assignments are stringent, and a successful tour of duty is indicative of superior leadership qualities. These Marines will be considered "highly qualified" for promotion.

SUPPLEMENTAL GUIDANCE FOR THE
FY 2008 GUNNERY SERGEANT SELECTION BOARD

d. The records of some Marines will indicate that they have performed duty as an instructor or supervisor of cadre personnel with the Marine Corps Security Force. The requirements for such assignments are stringent, and a successful tour of duty is indicative of superior leadership qualities. These Marines will be considered "highly qualified" for promotion.

e. The records of some Marines will indicate they are serving in or have completed duty as Instructors with the Schools of Infantry and received a secondary MOS of 8513. This demanding duty literally brings to life the fundamental connection between the Marine and his/her rifle and the relationships between Marines that basic combat skills is the all-important second step in the "making of Marines." Marines who have passed a rigorous screening process, undergone rigorous training requirements, and are serving in or have successfully completed the demanding assignment as a School of Infantry Instructor will be considered "highly qualified" for promotion.

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SUPPLEMENTAL GUIDANCE FOR THE
FY 2008 GUNNERY SERGEANT SELECTION BOARD

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a. In your evaluation of the records of minority and women Marines, as with all Marines, you must clearly afford them fair and equitable consideration. You should be particularly vigilant in your evaluation of these records to take care that no Marine's selection opportunity is disadvantaged by past attitudes or by service utilization policies or practices. You should evaluate each Marine's potential to assume the responsibilities of the next higher grade, the overriding factor being performance of assigned duties.

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SUPPLEMENTAL GUIDANCE FOR THE
FY 2008 GUNNERY SERGEANT SELECTION BOARD

Personnel Management Division. The Director will provide such clarification as may be appropriate.

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18. All documented incidents of misconduct and substandard performance that are included in a Marine's official record must be briefed to all voting board members. Members must carefully consider each such incident in connection with their deliberations. When discussing a member's personal knowledge of the professional qualifications of an eligible Marine, the board is reminded that if personal remarks, based on a member's personal knowledge, could be considered adverse, the member cannot discuss his/her personal knowledge or evaluation unless such adverse information is contained in the Marine's official record or other official material placed before the board for consideration. Should an eligible Marine's record reveal the removal of a fitness report by the Performance Evaluation Review Board or the Board for Correction of Naval Records, the member may not discuss his/her personal knowledge of the fitness report or the circumstances that resulted in the removal of the report from the Marine's official record.

19. Faced with many highly qualified Marines, there may be a tendency to simplify your task by summarily putting aside the folders of Marines whose past records are less than perfect. However, to do this is to fall short of your obligation. Your

SUPPLEMENTAL GUIDANCE FOR THE
FY 2008 GUNNERY SERGEANT SELECTION BOARD

charge is to find the "best qualified" Marines. A judgment of the whole person and the whole record is required to determine whose future potential will best serve the Marine Corps. You may conclude that particular adverse information undermines a Marine's ability to serve successfully in a position of increased authority and responsibility, despite an otherwise outstanding record. On the other hand, you may find that a Marine's overall outstanding performance demonstrates such potential for future service that it outweighs any deficiency noted in the record. Some Marines will have learned from their mistakes in ways that make them stronger; others will have strengths that outweigh relatively small weaknesses in their records. Please make the best, not simply the most obviously defensible, choices. By doing this, you will not only fulfill your obligation, you will also better serve the Marine Corps.

20. In your consideration, please be sensitive to the fact that the needs of the Marine Corps have changed over the years and will continue to change. Be especially alert for Marines who have embraced change by conceiving and trying new solutions to our most challenging problems. The Marine Corps needs bold Marines who are willing to think creatively and take well-calculated risks. Give priority to promoting Marines who have shown initiative in finding and pursuing the most effective ways of accomplishing our mission. Also note, in this regard, that Marines with the greatest capacity for innovation may have served in billets different from the norm. In the context of a changing Marine Corps, the best-qualified Marines may reflect a variety of backgrounds.

2008 USMC GUNNERY SERGEANT SELECTION BOARD

CONVENING DATE: 2008/04/15 ADJOURNMENT DATE: 2008/06/09

AUTHORIZED TO SELECT: 1825

OVERALL STATISTICS

	ABOVE ZONE	IN ZONE	BELOW ZONE
ELIGIBLE	3012	2340	1761
SELECTED	576	1193	45
% SELECTED	19.1	51.0	2.6
% ALLOCATION	31.6	65.4	2.5
PERCENT OF ELIGIBLE (AZ+IZ) MARINES SUBMITTING PHOTOS:			98.5
PERCENT OF ELIGIBLE (AZ+IZ) MARINES WITH PME:			95.1

RACE/ETHNIC INFORMATION

MALE: 6756

	ABOVE ZONE			IN ZONE			BELOW ZONE		
	ELIG	SEL	%SEL	ELIG	SEL	%SEL	ELIG	SEL	%SEL
WHITE	1480	319	21.6	1255	667	53.1	920	27	2.9
BLACK	689	109	15.8	392	159	40.6	304	3	1.0
HISPANIC	481	93	19.3	422	223	52.8	312	9	2.9
ASIAN/PAC	86	14	16.3	56	28	50.0	61	0	0.0
AMER IND	59	5	8.5	43	20	46.5	29	0	0.0
OTHER	72	11	15.3	57	29	50.9	38	2	5.3
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TOTAL	2867	551	19.2	2225	1126	50.6	1664	41	2.5

FEMALE: 357

	ABOVE ZONE			IN ZONE			BELOW ZONE		
	ELIG	SEL	%SEL	ELIG	SEL	%SEL	ELIG	SEL	%SEL
WHITE	45	7	15.6	51	31	60.8	45	4	8.9
BLACK	44	8	18.2	25	10	40.0	21	0	0.0
HISPANIC	39	8	20.5	29	20	69.0	20	0	0.0
ASIAN/PAC	6	2	33.3	1	0	0.0	8	0	0.0
AMER IND	4	0	0.0	2	2	100.0	0	0	0.0
OTHER	7	0	0.0	7	4	57.1	3	0	0.0
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TOTAL	145	25	17.2	115	67	58.3	97	4	4.1

TOTAL: 7113

	ABOVE ZONE			IN ZONE			BELOW ZONE		
	ELIG	SEL	%SEL	ELIG	SEL	%SEL	ELIG	SEL	%SEL
WHITE	1525	326	21.4	1306	698	53.4	965	31	3.2
BLACK	733	117	16.0	417	169	40.5	325	3	0.9
HISPANIC	520	101	19.4	451	243	53.9	332	9	2.7
ASIAN/PAC	92	16	17.4	57	28	49.1	69	0	0.0
AMER IND	63	5	7.9	45	22	48.9	29	0	0.0
OTHER	79	11	13.9	64	33	51.6	41	2	4.9
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TOTAL	3012	576	19.1	2340	1193	51.0	1761	45	2.6



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3280 RUSSELL ROAD
QUANTICO, VIRGINIA 22134-5103

IN REPLY REFER TO:

1400
MMPR-2

APR 13 2007

From: Commandant of the Marine Corps
To: Colonel David L. Spasojevich, USMC

Subj: PRECEPT CONVENING THE FY 2007 GUNNERY SERGEANT SELECTION BOARD

Encl: (1) Supplemental Guidance for the FY 2007 Gunnery Sergeant Selection Board

1. The selection board, consisting of yourself as the president and the following additional board members, to consider all eligible staff sergeants for promotion to the next higher grade, is appointed:

Lieutenant Colonel Charles K. Carroll, USMC
Lieutenant Colonel Matthew L. Jones, USMC
Major Matthew B. Hakola, USMC
Major Dave S. Portillo, USMC
Major Gregory L. Robinson, USMC
Captain Michael A. Bourquin, USMC
Captain William H. Chronister, USMC
Chief Warrant Officer 2 Sean D. Morrison, USMC
Sergeant Major Craig D. Cressman, USMC
Sergeant Major Robert E. Eriksson, USMC
Sergeant Major Michael E. Johnson, USMC
Sergeant Major Warren B. Robinson, USMC
Sergeant Major Scott M. Smith, USMC
Sergeant Major David J. Zhorne, USMC
Master Gunnery Sergeant Harry C. Bush, USMC
Master Gunnery Sergeant Sharon R. Garcia, USMC
Master Gunnery Sergeant Phillip J. Iriondo, USMC
Master Gunnery Sergeant Anthony J. Jackson, USMC
Master Gunnery Sergeant Harvey O. Lee, USMC
Master Gunnery Sergeant Bessie L. Reggans, USMC

2. Captain Dillon D. Vaden, USMC, will serve as the senior recorder. Master Sergeant Jose L. Femat, USMC and Master Sergeant Gregory Morgan, USMC, will serve as assistant recorders. A recorder will be present during all selection board deliberations.

Subj: PRECEPT CONVENING THE FY 2007 GUNNERY SERGEANT SELECTION BOARD

3. The following administrative support personnel are hereby appointed:

Col Richard W. Yoder, USMC
Mr. William A. Hicks
Maj James A. McLaughlin, USMC
Mrs. Lesley A. Ecker
Ms. Min Mei
MSgt Gary A. Richardson, USMC
GySgt Anita G. Robertson, USMC
Ms. Gladys Johnson
Ms. Cynthia Guillory
Mrs. Dawn K. Murphy
SSgt James C. Silva, USMC
Sgt Blaine D. Raine, USMC
LCpl Edgardo A. Correa, USMC
LCpl Andrew T. Gutierrez, USMC
LCpl Allison M. Hollingworth, USMC
LCpl Victor Medina Jr., USMC
LCpl Henry Terrero, USMC
PFC Brandon C. Colwill, USMC
PFC Antonio M. Domineck, USMC
PFC Rashaunna R. Felts, USMC
PFC Yi C. Huang, USMC
PFC Franklin D. Winters, USMC

4. The selection board is ordered to convene at Harry Lee Hall, Marine Corps Base, Quantico, Virginia, on 17 April 2007. In accordance with MARADMINs 129/07, and 219/07 a copy of updated zones and allocations will be provided to each board member via separate correspondence. Enclosure (1) contains additional guidance for board members to consider in determining the professional qualifications and promotion potential of Marines eligible for consideration.

5. The function of the selection board is to recommend eligible staff sergeants for promotion to the next higher grade. The Marines selected will be those whom a majority of the members of the board consider best qualified for promotion to meet the needs of the Marine Corps. In addition to the standard of best qualified, all Marines recommended for promotion must be fully qualified. Each Marine's qualifications and performance of duty must clearly demonstrate that the Marine will be capable of performing those duties normally associated with the next higher grade. This standard applies to all eligible Marines, including

Subj: PRECEPT CONVENING THE FY 2007 GUNNERY SERGEANT SELECTION BOARD

those above zone and below zone.

6. The eligibility criteria for consideration for selection in each military occupational specialty (MOS) were promulgated by MARADMINs 129/07 and 219/07. The selection board will limit the number of selections for promotion to the allocations provided. Changes to allocations, if any, will be provided to each board member as they occur.

7. Consideration of below zone eligible Marines.

a. Not more than five percent, or one selection, whichever is greater, may be selected from the below zone of each MOS. In addition, the total number of below zone selectees will not exceed five percent of the total allocation for all MOSSs.

b. The selection of a Marine from the below zone must be based on the best qualified and fully qualified standard applicable to all eligible Marines. When considering the records of Marines equally well qualified for promotion, you may consider the fact that a selection from the below zone benefits the Marine Corps by creating an incentive for superior performance by Marines below the promotion zone. Accordingly, the selection board is directed to give Marines in the below zone the same careful consideration given other Marines in the above and promotion zones.

8. Upon completion of its proceedings, the selection board will submit its report to the Commandant of the Marine Corps or his authorized representative for approval and signature. The report of the board will be in writing, signed by each member of the board and the recorders. It shall contain the names of the Marines the board recommends for promotion. The report will certify the board has complied with all instructions contained in this Precept and, as appropriate, other guidance or instruction provided by the Commandant of the Marine Corps. The report of the board shall certify the board has carefully considered the record of each Marine whose name was furnished to it and that, in the majority opinion of the board, the Marines selected are the best and fully qualified for promotion.



S. M. FENSTERMACHER
By direction

SUPPLEMENTAL GUIDANCE FOR THE
FY 2007 GUNNERY SERGEANT SELECTION BOARD

Ref: (a) MCO P1400.32D (MARCORPROMMAN, VOL 2, ENLPROM)
(b) MCO P1200.7M (MOS MANUAL)
(c) MCO P1610.7E (PERFORMANCE EVALUATION SYSTEM)
(d) MCO P5300.12 (SUBSTANCE ABUSE)

1. References (a) and (b), as well as this Precept, state the policies and qualifications for selection to the staff noncommissioned officer (SNCO) grades. References (c) and (d) are germane. In the case of conflicting instructions, the guidelines in this precept take precedence over those contained in references (a) through (d). The selection board will consider only the instructions and information provided by the Commandant of the Marine Corps or his authorized representative.

2. The Director, Manpower Plans and Policy Division, will provide the selection board the names of all Marines eligible for selection consideration. The board will carefully consider the record of every eligible Marine whose name is furnished.

3. Professional Military Education (PME) is a valuable and important aspect of a Marine staff noncommissioned officer's (SNCO) professional development. A well-educated core of SNCOs is better able to contribute to the effectiveness and success of the Marine Corps. The successful completion of appropriate level PME demonstrates a Marine's commitment to self-improvement and represents a desire to prepare for positions of increased responsibility. Because of its importance, completion of appropriate PME by grade has become a requirement for selection for SNCO promotion boards. However, it takes a commitment of time and availability to complete the required PME courses, both resident and non-resident, for promotion to the SNCO ranks. Due to the high deployment tempo of Marine units during this past year in support of Marine Corps operations around the world, there are many well-intentioned and hard working Marines who have not had the ability or the access to complete their required PME. It would be an injustice to exclude these deserving and talented Marines from an opportunity to be selected for promotion to gunnery sergeant solely due to reasons beyond their control. Therefore, the promotion requirement for PME for this board for all eligible Marines is waived.

4. The selection board may request an extension of the promotion zone of an MOS, if a below zone exists for that MOS, and the board, after careful consideration of all records, decides that a sufficient number of qualified Marines cannot be found within the

SUPPLEMENTAL GUIDANCE FOR THE
FY 2007 GUNNERY SERGEANT SELECTION BOARD

promotion zone and above zone. The board will coordinate with the Director, Manpower Plans and Policy Division (MP), via the Director, Personnel Management Division (MM) prior to effecting a zone change. Additionally, if the promotion opportunity decreases significantly, the board may request from CMC (MP) via the CMC (MM) that the promotion zone be decreased to maintain promotion opportunity.

5. Marines who are selected for appointment to warrant officer or who are participating in the Marine Enlisted Commissioning Education Program are eligible for non-competitive selection consideration. The selection of these Marines will not count against the competitive allocations. Reference (a) contains the criteria for evaluating Marines in this category. PME requirements are waived for Marines considered noncompetitively.

6. The selection board will carefully consider each Marine's appearance. Official photographs are the best indicators; however, if a record does not contain a photograph, every effort will be made to evaluate a Marine's appearance from fitness report markings.

7. All Marines are assigned to commands at the discretion of competent command authority. Accordingly, billet assignments are widely diverse, with many Marines serving outside of their primary MOS in billets that could be considered less desirable, and/or in commands that may not be considered within the mainstream of the Marine Corps. Regardless of duty assignment, all Marines serve because there is a vital need to support the continued readiness of our Corps. Marines serving in billets outside their primary MOS are to be considered qualified for promotion based upon their performance in their assigned duties.

8. Particular effort must be applied to interpreting the markings of fitness reports before, during, and after assignment to recruiting or drill instructor duty. Because of the standards applied during these assignments, marks may be lower than marks reflected by an equal level of performance in other duty assignments. Additionally, the following should be carefully considered:

a. The recruiting of highly qualified men and women for the Marine Corps is one of the most difficult and demanding duties that any Marine can face today. Marines who undergo a rigorous screening process, successfully complete a difficult training

SUPPLEMENTAL GUIDANCE FOR THE
FY 2007 GUNNERY SERGEANT SELECTION BOARD

program, and are presently serving in or have successfully completed a recruiting assignment, will be considered "highly qualified" for promotion, unless evidence to the contrary is presented. The board should be especially diligent in determining, to the best of its ability, whether performance of duty while on recruiting duty reflects a dedication to compliance with all guidance and procedures. If non-competitive markings on fitness reports appear to be solely the result of a failure to meet a recruiting quota, even though all guidance and procedures were complied with, and the Marine's overall record shows characteristics that otherwise would suggest a high potential for effective performance at a higher grade, the board will use its judgment in weighing the significance of the lower marks.

b. Marines who passed a rigid screening process, underwent rigorous training requirements, and are successfully serving in or have successfully completed a demanding assignment as a drill instructor, will be considered "highly qualified" for promotion.

c. The records of some Marines will indicate that they have performed duty as a Marine Security Guard Detachment Commander. The requirements for such assignments are stringent, and a successful tour of duty is indicative of superior leadership qualities. These Marines will be considered "highly qualified" for promotion.

d. The records of some Marines will indicate that they have performed duty as a supervisor or instructor of cadre personnel with Marine Corps Security Forces. The requirements for such assignments are stringent, and a successful tour of duty is indicative of superior leadership qualities. These Marines will be considered "highly qualified" for promotion.

e. The records of some Marines will indicate they are serving in or have completed duty as Instructors with the Schools of Infantry and received a secondary MOS of 8513. This demanding duty literally brings to life the fundamental connection between the Marine and his/her rifle and the relationships between Marines that basic combat skills is the all-important second step in the "making of Marines." Marines who have passed a rigorous screening process, undergone rigorous training requirements, and are serving in or have successfully completed the demanding assignment as a School of Infantry Instructor will be considered "highly qualified" for promotion.

SUPPLEMENTAL GUIDANCE FOR THE
FY 2007 GUNNERY SERGEANT SELECTION BOARD

9. Marines with certain primary MOSs historically do not have an opportunity to serve in B-billetts due to extensive school training, career progression at a certain pay grade, perishable MOS skills, or insufficient overall strength of the MOS. Marines in these occupational specialties will not be denied the opportunity to serve in a B-billet if the MOS can afford the assignment; however, they will not routinely be assigned to such duties. Due to this limited opportunity to serve in a B-billet, Marines who fit this category should be given equal consideration with their peers even though they may not have served in a B-billet.

10. Members of the selection board will familiarize themselves with Marine Corps policy on alcoholism and alcohol abuse as outlined in reference (d). The board will not deny selection opportunity to Marines diagnosed and successfully treated for alcoholism or alcohol abuse. However, the board will consider any misconduct or reduction in performance resulting from alcoholism or alcohol abuse when determining fitness for promotion.

11. Selection board members will familiarize themselves with Marine Corps policy concerning the distribution, possession, or use of illegal drugs. The detrimental effect of drug use in individual performance, leadership, and mission accomplishment is damaging not only to the Marine, but also to the Marine Corps as a whole. Disregard for disciplinary and organizational values will not be tolerated, and the board will consider such behavior when a Marine's potential is evaluated.

12. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, creed, color, gender, or national origin. The Marine Corps goal is a professional working environment in which a Marine's race, creed, color, gender, or national origin will not impact their professional opportunities. Accordingly, within this board's charter to select those SNCOs who are best and fully qualified, you must ensure that SNCOs are not disadvantaged because of their race, creed, color, gender, or national origin.

a. In your evaluation of the records of minority and women Marines, as with all Marines, you must clearly afford them fair and equitable consideration. You should be particularly vigilant in your evaluation of these records to take care that no Marine's selection opportunity is disadvantaged by past attitudes or by service utilization policies or practices. You should evaluate each Marine's potential to assume the responsibilities of the next

SUPPLEMENTAL GUIDANCE FOR THE
FY 2007 GUNNERY SERGEANT SELECTION BOARD

higher grade, the overriding factor being performance of assigned duties.

b. This guidance should not be interpreted as requiring or permitting preferential treatment of any Marine or group of Marines on the basis of race, creed, color, gender, or national origin.

13. The enlisted promotion system does not have a medical prerequisite for promotion. The policy of the Commandant of the Marine Corps is that all enlisted Marines who are otherwise qualified will not lose their eligibility for promotion consideration if hospitalized or if on temporary limited duty due to medical reasons. However, enlisted Marines who have been approved for Permanent Limited Duty (PLD), who have less than 20 qualifying years of service for retirement, and are retained in a PLD category to complete 20 years of qualifying service for retirement, are not eligible for selection consideration.

14. All communications intended to express the views of the Commandant of the Marine Corps or other senior authority to the members of the selection board shall be in writing, furnished to each member, and made a part of the board record. The board shall consider only those official records, other information, and guidelines provided by the Commandant of the Marine Corps. No voting board member may communicate with an eligible Marine, reporting senior, or other person to solicit information, favorable or unfavorable, about an eligible Marine.

15. All documented incidents of misconduct and substandard performance that are included in a Marine's official record must be briefed to all voting board members. Members must carefully consider each such incident in connection with their deliberations. When discussing a member's personal knowledge of the professional qualifications of an eligible Marine, the board is reminded that if personal remarks, based on a member's personal knowledge, could be considered adverse, the member cannot discuss his/her personal knowledge or evaluation unless such adverse information is contained in the Marine's official record or other official material placed before the board for consideration. Should an eligible Marine's record reveal the removal of a fitness report by the Performance Evaluation Review Board or the Board for Correction of Naval Records, the member may not discuss his/her personal knowledge of the fitness report or the circumstances that resulted in the removal of the report from the Marine's official record.

SUPPLEMENTAL GUIDANCE FOR THE
FY 2007 GUNNERY SERGEANT SELECTION BOARD

16. Faced with many highly qualified Marines, there may be a tendency to simplify your task by summarily putting aside the folders of Marines whose past records are less than perfect. However, to do this is to fall short of your obligation. Your charge is to find the "best qualified" Marines. A judgment of the whole person and the whole record is required to determine whose future potential will best serve the Marine Corps. You may conclude that particular adverse information undermines a Marine's ability to serve successfully in a position of increased authority and responsibility, despite an otherwise outstanding record. On the other hand, you may find that a Marine's overall outstanding performance demonstrates such potential for future service that it outweighs any deficiency noted in the record. Some Marines will have learned from their mistakes in ways that make them stronger; others will have strengths that outweigh relatively small weaknesses in their records. Please make the best, not simply the most obviously defensible, choices. By doing this, you will not only fulfill your obligation, you will also better serve the Marine Corps.

17. In your consideration, please be sensitive to the fact that the needs of the Marine Corps have changed over the years and will continue to change. Be especially alert for Marines who have embraced change by conceiving and trying new solutions to our most challenging problems. The Marine Corps needs bold Marines who are willing to think creatively and take well-calculated risks. Give priority to promoting Marines who have shown initiative in finding and pursuing the most effective ways of accomplishing our mission. Also note, in this regard, that Marines with the greatest capacity for innovation may have served in billets different from the norm. In the context of a changing Marine Corps, the best-qualified Marines may reflect a variety of backgrounds.

18. The following oath or affirmation shall be administered to the recorders by the president of the board:

"Do you solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

The following oath or affirmation shall be administered to the members of the board by the senior recorder:

SUPPLEMENTAL GUIDANCE FOR THE
FY 2007 GUNNERY SERGEANT SELECTION BOARD

"Do you solemnly swear (or affirm) that you will perform your duties as a member of this board without prejudice or partiality, having in view the special fitness of staff noncommissioned officers and the efficiency of the Marine Corps, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

The following oath or affirmation shall be administered to the administrative support personnel by the senior recorder.

"Do you solemnly swear (or affirm) that you will not disclose the proceedings or recommendations of this board pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

2007 USMC GUNNERY SERGEANT SELECTION BOARD

CONVENING DATE: 2007/04/17 ADJOURNMENT DATE: 2007/07/19

AUTHORIZED TO SELECT: 1933

OVERALL STATISTICS

	ABOVE ZONE	IN ZONE	BELOW ZONE
ELIGIBLE	2834	2483	1767
SELECTED	597	1257	79
% SELECTED	21.1	50.6	4.5
% ALLOCATION	30.9	65.0	4.1

PERCENT OF ELIGIBLE (AZ+IZ) MARINES SUBMITTING PHOTOS: 97.7

RACE/ETHNIC INFORMATION

MALE: 6714

	ABOVE ZONE			IN ZONE			BELOW ZONE		
	ELIG	SEL	%SEL	ELIG	SEL	%SEL	ELIG	SEL	%SEL
WHITE	1482	339	22.9	1270	679	53.5	924	51	5.5
BLACK	625	101	16.2	434	172	39.6	340	5	1.5
HISPANIC	403	87	21.6	449	230	51.2	305	14	4.6
ASIAN/PAC	79	20	25.3	82	41	50.0	44	1	2.3
AMER IND	56	9	16.1	53	24	45.3	37	0	0.0
OTHER	52	9	17.3	43	21	48.8	36	3	8.3
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TOTAL	2697	565	20.9	2331	1167	50.1	1686	74	4.4

FEMALE: 370

	ABOVE ZONE			IN ZONE			BELOW ZONE		
	ELIG	SEL	%SEL	ELIG	SEL	%SEL	ELIG	SEL	%SEL
WHITE	44	14	31.8	48	26	54.2	32	2	6.3
BLACK	50	12	24.0	46	31	67.4	19	1	5.3
HISPANIC	30	4	13.3	37	20	54.1	23	2	8.7
ASIAN/PAC	2	0	0.0	14	9	64.3	0	0	0.0
AMER IND	5	1	20.0	3	2	66.7	1	0	0.0
OTHER	6	1	16.7	4	2	50.0	6	0	0.0
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TOTAL	137	32	23.4	152	90	59.2	81	5	6.2

TOTAL: 7084

	ABOVE ZONE			IN ZONE			BELOW ZONE		
	ELIG	SEL	%SEL	ELIG	SEL	%SEL	ELIG	SEL	%SEL
WHITE	1526	353	23.1	1318	705	53.5	956	53	5.5
BLACK	675	113	16.7	480	203	42.3	359	6	1.7
HISPANIC	433	91	21.0	486	250	51.4	328	16	4.9
ASIAN/PAC	81	20	24.7	96	50	52.1	44	1	2.3
AMER IND	61	10	16.4	56	26	46.4	38	0	0.0
OTHER	58	10	17.2	47	23	48.9	42	3	7.1
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TOTAL	2834	597	21.1	2483	1257	50.6	1767	79	4.5



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3280 RUSSELL ROAD
QUANTICO, VIRGINIA 22134-5103

IN REPLY REFER TO:

1400
MMPR-2

APR 14 2006

From: Commandant of the Marine Corps
To: Colonel Daniel J. Gillan, USMC

Subj: PRECEPT CONVENING THE FY 2006 GUNNERY SERGEANT SELECTION BOARD

Encl: (1) Supplemental Guidance for the FY 2006 Gunnery Sergeant Selection Board

1. The selection board, consisting of yourself as the president and the following additional board members, to consider all eligible staff sergeants for promotion to the next higher grade, is appointed:

Lieutenant Colonel Travis M. Provost, USMC
Lieutenant Colonel Anthony A. Winicki, USMC
Major Charles E. Parham Jr., USMC
Major Michael J. Prouty, USMC
Major Paul K. Stout, USMC
Captain Michael L. Meyers, USMC
Captain Tomomi J. Owens, USMC
Chief Warrant Officer 5 John H. Scott Jr., USMC
Sergeant Major Paul K. Anderson, USMC
Sergeant Major Devell Durham Jr., USMC
Sergeant Major Trevor V. Jackson, USMC
Sergeant Major James J. McCook, USMC
Sergeant Major Herbert W. Wrench, USMC
Sergeant Major Reginald M. Wright, USMC
Master Gunnery Sergeant Roosevelt E. Crawley III, USMC
Master Gunnery Sergeant Marcia McLaurin, USMC
Master Gunnery Sergeant Paul J. Roarke Jr., USMC
Master Gunnery Sergeant Edivia Rosario, USMC
Master Gunnery Sergeant Eddie J. Webber, USMC
Master Gunnery Sergeant James D. Whitlow, USMC

2. Captain Douglas K. Keller, USMC, will serve as the senior recorder. Master Sergeant Philip D. Jones, USMC and Gunnery Sergeant Patrick Jean, USMC, will serve as assistant recorders. A recorder will be present during all selection board deliberations.

Subj: PRECEPT CONVENING THE FY 2006 GUNNERY SERGEANT SELECTION BOARD

3. The following administrative support personnel are hereby appointed:

Col Lee W. Freund, USMC
Mr. William A. Hicks
Maj James A. McLaughlin, USMC
Mrs. Lesley A. Ecker
Ms. Min Mei
MSgt Gary A. Richardson, USMC
Ms. Gladys Johnson
Ms. Cynthia Guillory
Mrs. Dawn K. Murphy
Cpl Blaine D. Raine, USMC
LCpl Anthony V. Rogers Jr., USMC
LCpl Josh P. Johns, USMC
LCpl Jonathan P. Williams, USMC
PFC James M. Benson, USMC
PFC Ericka B. Cisnero, USMC
PFC Andrew T. Gutierrez, USMC
PFC Robert L. Hicks Jr., USMC
PFC Hector I. Sanchez, USMC

4. The selection board is ordered to convene at Harry Lee Hall, Marine Corps Base, Quantico, Virginia, on 18 April 2006, or as soon thereafter as is practicable. In accordance with MARADMINs 079/06, and 150/06 a copy of updated zones and allocations will be provided to each board member via separate correspondence. Enclosure (1) contains additional guidance for board members to consider in determining the professional qualifications and promotion potential of Marines eligible for consideration.

5. The function of the selection board is to recommend eligible staff sergeants for promotion to the next higher grade. The Marines selected will be those whom a majority of the members of the board consider best qualified for promotion to meet the needs of the Marine Corps. In addition to the standard of best qualified, all Marines recommended for promotion must be fully qualified. Each Marine's qualifications and performance of duty must clearly demonstrate that the Marine will be capable of performing those duties normally associated with the next higher grade. This standard applies to all eligible Marines, including those above zone and below zone.

Subj: PRECEPT CONVENING THE FY 2006 GUNNERY SERGEANT SELECTION BOARD

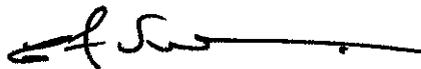
6. The eligibility criteria for consideration for selection in each military occupational specialty (MOS) were promulgated by MARADMINs 079/06 and 150/06. The selection board will limit the number of selections for promotion to the allocations provided. Changes to allocations, if any, will be provided to each board member as they occur.

7. Consideration of below zone eligible Marines.

a. Not more than five percent, or one selection, whichever is greater, may be selected from the below zone of each MOS. In addition, the total number of below zone selectees will not exceed five percent of the total allocation for all MOSs.

b. The selection of a Marine from the below zone must be based on the best qualified and fully qualified standard applicable to all eligible Marines. When considering the records of Marines equally well qualified for promotion, you may consider the fact that a selection from the below zone benefits the Marine Corps by creating an incentive for superior performance by Marines below the promotion zone. Accordingly, the selection board is directed to give Marines in the below zone the same careful consideration given other Marines in the above and promotion zones.

8. Upon completion of its proceedings, the selection board will submit its report to the Commandant of the Marine Corps or his authorized representative for approval and signature. The report of the board will be in writing, signed by each member of the board and the recorders. It shall contain the names of the Marines the board recommends for promotion. The report will certify the board has complied with all instructions contained in this Precept and, as appropriate, other guidance or instruction provided by the Commandant of the Marine Corps. The report of the board shall certify the board has carefully considered the record of each Marine whose name was furnished to it and that, in the majority opinion of the board, the Marines selected are the best and fully qualified for promotion.



C. F. SWAIN
Deputy Director,
Personnel Management Division

SUPPLEMENTAL GUIDANCE FOR THE
FY 2006 GUNNERY SERGEANT SELECTION BOARD

Ref: (a) MCO P1400.32C (MARCORPROMMAN, VOL 2, ENLPROM)
(b) MCO P1200.7M (MOS MANUAL)
(c) MCO P1610.7E (PERFORMANCE EVALUATION SYSTEM)
(d) MCO P5300.12 (SUBSTANCE ABUSE)

1. References (a) and (b), as well as this Precept, state the policies and qualifications for selection to the staff noncommissioned officer (SNCO) grades. References (c) and (d) are germane. In the case of conflicting instructions, the guidelines in this precept take precedence over those contained in references (a) through (d). The selection board will consider only the instructions and information provided by the Commandant of the Marine Corps or his authorized representative.

2. The following oath or affirmation shall be administered to the recorders by the president of the board:

"Do you solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

The following oath or affirmation shall be administered to the members of the board by the senior recorder:

"Do you solemnly swear (or affirm) that you will perform your duties as a member of this board without prejudice or partiality, having in view the special fitness of staff noncommissioned officers and the efficiency of the Marine Corps, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

The following oath or affirmation shall be administered to the administrative support personnel by the senior recorder.

"Do you solemnly swear (or affirm) that you will not disclose the proceedings or recommendations of this board pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

SUPPLEMENTAL GUIDANCE FOR THE
FY 2006 GUNNERY SERGEANT SELECTION BOARD

3. The Director, Manpower Plans and Policy Division, will provide the selection board the names of all Marines eligible for selection consideration. The board will carefully consider the record of every eligible Marine whose name is furnished.

4. Professional Military Education (PME) is a valuable and important aspect of a Marine staff noncommissioned officer's (SNCO) professional development. A well-educated core of SNCOs is better able to contribute to the effectiveness and success of the Marine Corps. The successful completion of appropriate level PME demonstrates a Marine's commitment to self-improvement and represents a desire to prepare for positions of increased responsibility. Because of its importance, completion of appropriate PME by grade has become a requirement for selection for SNCO promotion boards. However, it takes a commitment of time and availability to complete the required PME courses, both resident and nonresident, for promotion to the SNCO ranks. Due to the high deployment tempo of Marine units during this past year in support of Marine Corps operations around the world, there are many well-intentioned and hard working Marines who have not had the ability or the access to complete their required PME. It would be an injustice to exclude these deserving and talented Marines from an opportunity to be selected for promotion to gunnery sergeant solely due to reasons beyond their control. Therefore, the promotion requirement for PME for this board for all eligible Marines is waived.

5. The selection board may request an extension of the promotion zone of an MOS, if a below zone exists for that MOS, and the board, after careful consideration of all records, decides that a sufficient number of qualified Marines cannot be found within the promotion zone and above zone. The board will coordinate with the Director, Manpower Plans and Policy Division (MP), via the Director, Personnel Management Division (MM) prior to effecting a zone change. Additionally, if the promotion opportunity decreases significantly, the board may request from CMC (MP) via the CMC (MM) that the promotion zone be decreased to maintain promotion opportunity.

6. Marines who are selected for appointment to warrant officer or who are participating in the Marine Enlisted Commissioning Education Program are eligible for noncompetitive selection consideration. The selection of these Marines will not count against the competitive allocations. Reference (a) contains the criteria for evaluating Marines in this category. PME requirements

SUPPLEMENTAL GUIDANCE FOR THE
FY 2006 GUNNERY SERGEANT SELECTION BOARD

are waived for Marines considered noncompetitively.

7. The selection board will carefully consider each Marine's appearance. Official photographs are the best indicators; however, if a record does not contain a photograph, every effort will be made to evaluate a Marine's appearance from fitness report markings.

8. All Marines are assigned to commands at the discretion of competent command authority. Accordingly, billet assignments are widely diverse, with many Marines serving outside of their primary MOS in billets that could be considered less desirable, and/or in commands that may not be considered within the mainstream of the Marine Corps. Regardless of duty assignment, all Marines serve because there is a vital need to support the continued readiness of our Corps. Marines serving in billets outside their primary MOS are to be considered qualified for promotion based upon their performance in their assigned duties.

9. Particular effort must be applied to interpreting the markings of fitness reports before, during, and after assignment to recruiting or drill instructor duty. Because of the standards applied during these assignments, marks may be lower than marks reflected by an equal level of performance in other duty assignments. Additionally, the following should be carefully considered:

a. The recruiting of highly qualified men and women for the Marine Corps is one of the most difficult and demanding duties that any Marine can face today. Marines who undergo a rigorous screening process, successfully complete a difficult training program, and are presently serving in or have successfully completed a recruiting assignment, will be considered "highly qualified" for promotion, unless evidence to the contrary is presented. The board should be especially diligent in determining, to the best of its ability, whether performance of duty while on recruiting duty reflects a dedication to compliance with all guidance and procedures. If noncompetitive markings on fitness reports appear to be solely the result of a failure to meet a recruiting quota, even though all guidance and procedures were complied with, and the Marine's overall record shows characteristics that otherwise would suggest a high potential for effective performance at a higher grade, the board will use its judgment in weighing the significance of the lower marks.

SUPPLEMENTAL GUIDANCE FOR THE
FY 2006 GUNNERY SERGEANT SELECTION BOARD

b. Marines who passed a rigid screening process, underwent rigorous training requirements, and are successfully serving in or have successfully completed a demanding assignment as a drill instructor, will be considered "highly qualified" for promotion.

c. The records of some Marines will indicate that they have performed duty with the Marine Security Guard Battalion. The requirements for such assignments are stringent, and a successful tour of duty is indicative of superior leadership qualities. These Marines will be considered "highly qualified" for promotion.

d. The records of some Marines will indicate that they have performed duty with the Marine Corps Security Force. The requirements for such assignments are stringent, and a successful tour of duty is indicative of superior leadership qualities. These Marines will be considered "highly qualified" for promotion.

e. The records of some Marines will indicate they are serving in or have completed duty as Instructors with the Schools of Infantry and received a secondary MOS of 8513. This demanding duty literally brings to life the fundamental connection between the Marine and his/her rifle and the relationships between Marines that basic combat skills is the all-important second step in the "making of Marines." Marines who have passed a rigorous screening process, undergone rigorous training requirements, and are serving in or have successfully completed the demanding assignment as a School of Infantry Instructor will be considered "highly qualified" for promotion.

10. Marines with certain primary MOSs historically do not have an opportunity to serve in B-billets due to extensive school training, career progression at a certain pay grade, perishable MOS skills, or insufficient overall strength of the MOS. Marines in these occupational specialties will not be denied the opportunity to serve in a B-billet if the MOS can afford the assignment; however, they will not routinely be assigned to such duties. Due to this limited opportunity to serve in a B-billet, Marines who fit this category should be given equal consideration with their peers even though they may not have served in a B-billet.

11. Members of the selection board will familiarize themselves with Marine Corps policy on alcoholism and alcohol abuse as outlined in reference (d). The board will not deny selection opportunity to Marines diagnosed and successfully treated for alcoholism or alcohol abuse. However, the board will consider any

SUPPLEMENTAL GUIDANCE FOR THE
FY 2006 GUNNERY SERGEANT SELECTION BOARD

misconduct or reduction in performance resulting from alcoholism or alcohol abuse when determining fitness for promotion.

12. Selection board members will familiarize themselves with Marine Corps policy concerning the distribution, possession, or use of illegal drugs. The detrimental effect of drug use in individual performance, leadership, and mission accomplishment is damaging not only to the Marine, but also to the Marine Corps as a whole. Disregard for disciplinary and organizational values will not be tolerated, and the board will consider such behavior when a Marine's potential is evaluated.

13. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, creed, color, gender, or national origin. The Marine Corps goal is a professional working environment in which a Marine's race, creed, color, gender, or national origin will not impact their professional opportunities. Accordingly, within this board's charter to select those SNCOs who are best and fully qualified, you must ensure that SNCOs are not disadvantaged because of their race, creed, color, gender, or national origin.

a. In your evaluation of the records of minority and women Marines, as with all Marines, you must clearly afford them fair and equitable consideration. You should be particularly vigilant in your evaluation of these records to take care that no Marine's selection opportunity is disadvantaged by past attitudes or by service utilization policies or practices. You should evaluate each Marine's potential to assume the responsibilities of the next higher grade, the overriding factor being performance of assigned duties.

b. This guidance should not be interpreted as requiring or permitting preferential treatment of any Marine or group of Marines on the basis of race, creed, color, gender, or national origin.

14. The enlisted promotion system does not have a medical prerequisite for promotion. The policy of the Commandant of the Marine Corps is that all enlisted Marines who are otherwise qualified will not lose their eligibility for promotion consideration if hospitalized or if on temporary limited duty due to medical reasons. However, enlisted Marines who have been approved for Permanent Limited Duty (PLD), who have less than 20 qualifying years of service for retirement, and are retained in a PLD category to complete 20 years of qualifying service for

SUPPLEMENTAL GUIDANCE FOR THE
FY 2006 GUNNERY SERGEANT SELECTION BOARD

retirement, are not eligible for selection consideration.

15. All communications intended to express the views of the Commandant of the Marine Corps or other senior authority to the members of the selection board shall be in writing, furnished to each member, and made a part of the board record. The board shall consider only those official records, other information, and guidelines provided by the Commandant of the Marine Corps. No voting board member may communicate with an eligible Marine, reporting senior, or other person to solicit information, favorable or unfavorable, about an eligible Marine.

16. All documented incidents of misconduct and substandard performance that are included in a Marine's official record must be briefed to all voting board members. Members must carefully consider each such incident in connection with their deliberations. When discussing a member's personal knowledge of the professional qualifications of an eligible Marine, the board is reminded that if personal remarks, based on a member's personal knowledge, could be considered adverse, the member cannot discuss his/her personal knowledge or evaluation unless such adverse information is contained in the Marine's official record or other official material placed before the board for consideration. Should an eligible Marine's record reveal the removal of a fitness report by the Performance Evaluation Review Board or the Board for Correction of Naval Records, the member may not discuss his/her personal knowledge of the fitness report or the circumstances that resulted in the removal of the report from the Marine's official record.

17. Faced with many highly qualified Marines, there may be a tendency to simplify your task by summarily putting aside the folders of Marines whose past records are less than perfect. However, to do this is to fall short of your obligation. Your charge is to find the "best qualified" Marines. A judgment of the whole person and the whole record is required to determine whose future potential will best serve the Marine Corps. You may conclude that particular adverse information undermines a Marine's ability to serve successfully in a position of increased authority and responsibility, despite an otherwise outstanding record. On the other hand, you may find that a Marine's overall outstanding performance demonstrates such potential for future service that it outweighs any deficiency noted in the record. Some Marines will have learned from their mistakes in ways that make them stronger; others will have strengths that outweigh relatively small weaknesses in their records. Please make the best, not simply the

SUPPLEMENTAL GUIDANCE FOR THE
FY 2006 GUNNERY SERGEANT SELECTION BOARD

most obviously defensible, choices. By doing this, you will not only fulfill your obligation, you will also better serve the Marine Corps.

18. In your consideration, please be sensitive to the fact that the needs of the Marine Corps have changed over the years and will continue to change. Be especially alert for Marines who have embraced change by conceiving and trying new solutions to our most challenging problems. The Marine Corps needs bold Marines who are willing to think creatively and take well-calculated risks. Give priority to promoting Marines who have shown initiative in finding and pursuing the most effective ways of accomplishing our mission. Also note, in this regard, that Marines with the greatest capacity for innovation may have served in billets different from the norm. In the context of a changing Marine Corps, the best-qualified Marines may reflect a variety of backgrounds.

2006 USMC GUNNERY SERGEANT SELECTION BOARD

CONVENING DATE: 2006/04/18 ADJOURNMENT DATE: 2006/06/15

AUTHORIZED TO SELECT: 1611

OVERALL STATISTICS

	ABOVE ZONE	IN ZONE	BELOW ZONE
ELIGIBLE	2735	2108	1871
SELECTED	495	1053	63
% SELECTED	18.1	50.0	3.4
% ALLOCATION	30.7	65.4	3.9

PERCENT OF ELIGIBLE (AZ+IZ) MARINES SUBMITTING PHOTOS: 96.5

RACE/ETHNIC INFORMATION

MALE: 6341

	ABOVE ZONE			IN ZONE			BELOW ZONE		
	ELIG	SEL	%SEL	ELIG	SEL	%SEL	ELIG	SEL	%SEL
WHITE	1435	258	18.0	1134	564	49.7	959	27	2.8
BLACK	613	105	17.1	376	179	47.6	323	13	4.0
HISPANIC	356	69	19.4	339	170	50.1	359	18	5.0
ASIAN/PAC	78	14	17.9	56	29	51.8	53	0	0.0
AMER IND	64	9	14.1	49	24	49.0	38	0	0.0
OTHER	41	11	26.8	37	14	37.8	30	2	6.7
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TOTAL	2588	466	18.0	1991	980	49.2	1762	60	3.4

FEMALE: 373

	ABOVE ZONE			IN ZONE			BELOW ZONE		
	ELIG	SEL	%SEL	ELIG	SEL	%SEL	ELIG	SEL	%SEL
WHITE	46	9	19.6	49	32	65.3	45	0	0.0
BLACK	63	15	23.8	31	17	54.8	26	1	3.8
HISPANIC	29	3	10.3	25	16	64.0	23	1	4.3
ASIAN/PAC	4	2	50.0	2	2	100.0	12	1	8.3
AMER IND	2	0	0.0	6	2	33.3	1	0	0.0
OTHER	3	0	0.0	4	4	100.0	2	0	0.0
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TOTAL	147	29	19.7	117	73	62.4	109	3	2.8

TOTAL: 6714

	ABOVE ZONE			IN ZONE			BELOW ZONE		
	ELIG	SEL	%SEL	ELIG	SEL	%SEL	ELIG	SEL	%SEL
WHITE	1481	267	18.0	1183	596	50.4	1004	27	2.7
BLACK	676	120	17.8	407	196	48.2	349	14	4.0
HISPANIC	385	72	18.7	364	186	51.1	382	19	5.0
ASIAN/PAC	82	16	19.5	58	31	53.4	65	1	1.5
AMER IND	66	9	13.6	55	26	47.3	39	0	0.0
OTHER	44	11	25.0	41	18	43.9	32	2	6.3
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TOTAL	2735	495	18.1	2108	1053	50.0	1871	63	3.4



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3280 RUSSELL ROAD
QUANTICO, VIRGINIA 22134-5103

IN REPLY REFER TO:

1400
MMPR-2
13 APR 2005

From: Commandant of the Marine Corps
To: Colonel Steven A. Folsom, USMC

Subj: PRECEPT CONVENING THE FY 2005 GUNNERY SERGEANT SELECTION BOARD

Encl: (1) Supplemental Guidance for the FY 2005 Gunnery Sergeant Selection Board

1. The selection board, consisting of yourself as the president and the following additional board members, to consider all eligible staff sergeants for promotion to the next higher grade, is appointed:

Lieutenant Colonel Dennis J. Barham, USMC
Lieutenant Colonel Daniel S. Wisniewski, USMC
Major Spencer W. Bailey, USMC
Major Willie J. Best, USMC
Major David T. Klaverkamp, USMC
Captain Shalisa W. Davis, USMC
Captain Matthew P. Zummo, USMC
Chief Warrant Officer 2 Jason A. Woodworth, USMC
Sergeant Major Barry L. Casciotti, USMC
Sergeant Major Richard W. Dorsey, USMC
Sergeant Major Michael W. Redmyer, USMC
Sergeant Major Gary J. Rivard, USMC
Sergeant Major Darin D. Simmons, USMC
Sergeant Major Terry D. Stanford, USMC
Master Gunnery Sergeant Ricky Brooks, USMC
Master Gunnery Sergeant James H. Jordan III, USMC
Master Gunnery Sergeant Glenn S. Moore, USMC
Master Gunnery Sergeant Georgia E. Reyna, USMC
Master Gunnery Sergeant Rufus J. Patterson III, USMC
Master Gunnery Sergeant James A. Whitehead, USMC

2. Captain Ricky J. Yung, USMC, will serve as the senior recorder. Master Sergeant Marcus A. Walton, USMC and Master Sergeant Scott M. Seestedt USMC, will serve as assistant recorders. A recorder will be present during all selection board deliberations.

3. The following administrative support personnel are hereby

Subj: PRECEPT CONVENING THE FY 2005 GUNNERY SERGEANT SELECTION BOARD

appointed:

Col Lee W. Freund, USMC
Mr. William A. Hicks
Maj James A. McLaughlin, USMC
Mrs. Lesley A. Ecker
Ms. Min Mei
GySgt Gary A. Richardson, USMC
Ms. Gladys Johnson
Ms. Cynthia Guillory
Mrs. Dawn K. Murphy
SSgt Eric S. Green, USMC
Sgt Timothy L. Brown, USMC
PFC Joshua S. Baker, USMC
PFC Jammia D. Bentley, USMC
PFC John C. Burton Jr., USMC
PFC Martin L. Campbell, USMC
PFC Jason H. Czuj, USMC
PFC Amber S. Graham, USMC
PFC Jalner L. Joseph, USMC
PFC Eric M. Litz, USMC

4. The selection board is ordered to convene at Harry Lee Hall, Marine Corps Base, Quantico, Virginia, on 19 April 2005, or as soon thereafter as is practicable. In accordance with MARADMINs 093/05, and 137/05 a copy of updated zones and allocations will be provided to each board member via separate correspondence. Enclosure (1) contains additional guidance for board members to consider in determining the professional qualifications and promotion potential of Marines eligible for consideration.

5. The function of the selection board is to recommend eligible staff sergeants for promotion to the next higher grade. The Marines selected will be those whom a majority of the members of the board consider best qualified for promotion to meet the needs of the Marine Corps. In addition to the standard of best qualified, all Marines recommended for promotion must be fully qualified. Each Marine's qualifications and performance of duty must clearly demonstrate that the Marine will be capable of performing those duties normally associated with the next higher grade. This standard applies to all eligible Marines, including those above zone and below zone.

6. The eligibility criteria for consideration for selection in each military occupational specialty (MOS) were promulgated by

Subj: PRECEPT CONVENING THE FY 2005 GUNNERY SERGEANT SELECTION BOARD

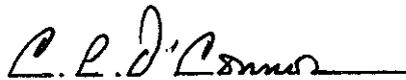
MARADMINs 093/05 and 137/05. The selection board will limit the number of selections for promotion to the allocations provided. Changes to allocations, if any, will be provided to each board member as they occur.

7. Consideration of below zone eligible Marines.

a. Not more than five percent, or one selection, whichever is greater, may be selected from the below zone of each MOS. In addition, the total number of below zone selectees will not exceed five percent of the total allocation for all MOSSs.

b. The selection of a Marine from the below zone must be based on the best qualified and fully qualified standard applicable to all eligible Marines. When considering the records of Marines equally well qualified for promotion, you may consider the fact that a selection from the below zone benefits the Marine Corps by creating an incentive for superior performance by Marines below the promotion zone. Accordingly, the selection board is directed to give Marines in the below zone the same careful consideration given other Marines in the above and promotion zones.

8. Upon completion of its proceedings, the selection board will submit its report to the Commandant of the Marine Corps or his authorized representative for approval and signature. The report of the board will be in writing, signed by each member of the board and the recorders. It shall contain the names of the Marines the board recommends for promotion. The report will certify the board has complied with all instructions contained in this Precept and, as appropriate, other guidance or instruction provided by the Commandant of the Marine Corps. The report of the board shall certify the board has carefully considered the record of each Marine whose name was furnished to it and that, in the majority opinion of the board, the Marines selected are the best and fully qualified for promotion.



C. L. O'CONNOR

By direction

SUPPLEMENTAL GUIDANCE FOR THE
FY 2005 GUNNERY SERGEANT SELECTION BOARD

Ref: (a) MCO P1400.32C (MARCORPROMMAN, VOL 2, ENLPROM)
(b) MCO P1200.7M (MOS MANUAL)
(c) MCO P1610.7E (PERFORMANCE EVALUATION SYSTEM)
(d) MCO P5300.12 (SUBSTANCE ABUSE)

1. References (a) and (b), as well as this Precept, state the policies and qualifications for selection to the staff noncommissioned officer (SNCO) grades. References (c) and (d) are germane. In the case of conflicting instructions, the guidelines in this precept take precedence over those contained in references (a) through (d). The selection board will consider only the instructions and information provided by the Commandant of the Marine Corps or his authorized representative.

2. The following oath or affirmation shall be administered to the recorders by the president of the board:

"Do you solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

The following oath or affirmation shall be administered to the members of the board by the senior recorder:

"Do you solemnly swear (or affirm) that you will perform your duties as a member of this board without prejudice or partiality, having in view the special fitness of staff noncommissioned officers and the efficiency of the Marine Corps, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

The following oath or affirmation shall be administered to the administrative support personnel by the senior recorder.

"Do you solemnly swear (or affirm) that you will not disclose the proceedings or recommendations of this board pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

SUPPLEMENTAL GUIDANCE FOR THE
FY 2005 GUNNERY SERGEANT SELECTION BOARD

3. The Director, Manpower Plans and Policy Division, will provide the selection board the names of all Marines eligible for selection consideration. The board will carefully consider the record of every eligible Marine whose name is furnished.

4. Professional Military Education (PME) is a valuable and important aspect of a Marine staff noncommissioned officer's (SNCO) professional development. A well-educated core of SNCOs is better able to contribute to the effectiveness and success of the Marine Corps. The successful completion of appropriate level PME demonstrates a Marine's commitment to self-improvement and represents a desire to prepare for positions of increased responsibility. Because of its importance, completion of appropriate PME by grade has become a requirement for selection for SNCO promotion boards. However, it takes a commitment of time and availability to complete the required PME courses, both resident and nonresident, for promotion to the SNCO ranks. Due to the high deployment tempo of Marine units during this past year in support of Marine Corps operations around the world, there are many well-intentioned and hard working Marines who have not had the ability or the access to complete their required PME. It would be an injustice to exclude these deserving and talented Marines from an opportunity to be selected for promotion to gunnery sergeant solely due to reasons beyond their control. Therefore, the promotion requirement for PME for this board for all eligible Marines is waived.

5. The selection board may request an extension of the promotion zone of an MOS, if a below zone exists for that MOS, and the board, after careful consideration of all records, decides that a sufficient number of qualified Marines cannot be found within the promotion zone and above zone. The board will coordinate with the Director, Manpower Plans and Policy Division (MP), via the Director, Personnel Management Division (MM) prior to effecting a zone change. Additionally, if the promotion opportunity decreases significantly, the board may request from CMC (MP) via the CMC (MM) that the promotion zone be decreased to maintain promotion opportunity.

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SUPPLEMENTAL GUIDANCE FOR THE
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7. The selection board will carefully consider each Marine's appearance. Official photographs are the best indicators; however, if a record does not contain a photograph, every effort will be made to evaluate a Marine's appearance from fitness report markings.

8. All Marines are assigned to commands at the discretion of competent command authority. Accordingly, billet assignments are widely diverse, with many Marines serving outside of their primary MOS in billets that could be considered less desirable, and/or in commands that may not be considered within the mainstream of the Marine Corps. Regardless of duty assignment, all Marines serve because there is a vital need to support the continued readiness of our Corps. Marines serving in billets outside their primary MOS are to be considered qualified for promotion based upon their performance in their assigned duties.

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a. The recruiting of highly qualified men and women for the Marine Corps is one of the most difficult and demanding duties that any Marine can face today. Marines who undergo a rigorous screening process, successfully complete a difficult training program, and are presently serving in or have successfully completed a recruiting assignment, will be considered "highly qualified" for promotion, unless evidence to the contrary is presented. The board should be especially diligent in determining, to the best of its ability, whether performance of duty while on recruiting duty reflects a dedication to compliance with all guidance and procedures. If noncompetitive markings on fitness reports appear to be solely the result of a failure to meet a recruiting quota, even though all guidance and procedures were complied with, and the Marine's overall record shows characteristics that otherwise would suggest a high potential for effective performance at a higher grade, the board will use its judgment in weighing the significance of the lower marks.

SUPPLEMENTAL GUIDANCE FOR THE
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b. Marines who passed a rigid screening process, underwent rigorous training requirements, and are successfully serving in or have successfully completed a demanding assignment as a drill instructor, will be considered "highly qualified" for promotion.

c. The records of some Marines will indicate that they have performed duty with the Marine Security Guard Battalion. The requirements for such assignments are stringent, and a successful tour of duty is indicative of superior leadership qualities. These Marines will be considered "highly qualified" for promotion.

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e. The records of some Marines will indicate they are serving in or have completed duty as Instructors with the Schools of Infantry and received a secondary MOS of 8513. This demanding duty literally brings to life the fundamental connection between the Marine and his/her rifle and the relationships between Marines that basic combat skills is the all-important second step in the "making of Marines." Marines who have passed a rigorous screening process, undergone rigorous training requirements, and are serving in or have successfully completed the demanding assignment as a School of Infantry Instructor will be considered "highly qualified" for promotion.

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SUPPLEMENTAL GUIDANCE FOR THE
FY 2005 GUNNERY SERGEANT SELECTION BOARD

misconduct or reduction in performance resulting from alcoholism or alcohol abuse when determining fitness for promotion.

12. Selection board members will familiarize themselves with Marine Corps policy concerning the distribution, possession, or use of illegal drugs. The detrimental effect of drug use in individual performance, leadership, and mission accomplishment is damaging not only to the Marine, but also to the Marine Corps as a whole. Disregard for disciplinary and organizational values will not be tolerated, and the board will consider such behavior when a Marine's potential is evaluated.

13. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, creed, color, gender, or national origin. The Marine Corps goal is a professional working environment in which a Marine's race, creed, color, gender, or national origin will not impact their professional opportunities. Accordingly, within this board's charter to select those SNCOs who are best and fully qualified, you must ensure that SNCOs are not disadvantaged because of their race, creed, color, gender, or national origin.

a. In your evaluation of the records of minority and women Marines, as with all Marines, you must clearly afford them fair and equitable consideration. You should be particularly vigilant in your evaluation of these records to take care that no Marine's selection opportunity is disadvantaged by past attitudes or by service utilization policies or practices. You should evaluate each Marine's potential to assume the responsibilities of the next higher grade, the overriding factor being performance of assigned duties.

b. This guidance should not be interpreted as requiring or permitting preferential treatment of any Marine or group of Marines on the basis of race, creed, color, gender, or national origin.

14. The enlisted promotion system does not have a medical prerequisite for promotion. The policy of the Commandant of the Marine Corps is that all enlisted Marines who are otherwise qualified will not lose their eligibility for promotion consideration if hospitalized or if on temporary limited duty due to medical reasons. However, enlisted Marines who have been approved for Permanent Limited Duty (PLD), who have less than 20 qualifying years of service for retirement, and are retained in a PLD category to complete 20 years of qualifying service for

SUPPLEMENTAL GUIDANCE FOR THE
FY 2005 GUNNERY SERGEANT SELECTION BOARD

retirement, are not eligible for selection consideration.

15. All communications intended to express the views of the Commandant of the Marine Corps or other senior authority to the members of the selection board shall be in writing, furnished to each member, and made a part of the board record. The board shall consider only those official records, other information, and guidelines provided by the Commandant of the Marine Corps. No voting board member may communicate with an eligible Marine, reporting senior, or other person to solicit information, favorable or unfavorable, about an eligible Marine.

16. All documented incidents of misconduct and substandard performance that are included in a Marine's official record must be briefed to all voting board members. Members must carefully consider each such incident in connection with their deliberations. When discussing a member's personal knowledge of the professional qualifications of an eligible Marine, the board is reminded that if personal remarks, based on a member's personal knowledge, could be considered adverse, the member cannot discuss his/her personal knowledge or evaluation unless such adverse information is contained in the Marine's official record or other official material placed before the board for consideration. Should an eligible Marine's record reveal the removal of a fitness report by the Performance Evaluation Review Board or the Board for Correction of Naval Records, the member may not discuss his/her personal knowledge of the fitness report or the circumstances that resulted in the removal of the report from the Marine's official record.

17. Faced with many highly qualified Marines, there may be a tendency to simplify your task by summarily putting aside the folders of Marines whose past records are less than perfect. However, to do this is to fall short of your obligation. Your charge is to find the "best qualified" Marines. A judgment of the whole person and the whole record is required to determine whose future potential will best serve the Marine Corps. You may conclude that particular adverse information undermines a Marine's ability to serve successfully in a position of increased authority and responsibility, despite an otherwise outstanding record. On the other hand, you may find that a Marine's overall outstanding performance demonstrates such potential for future service that it outweighs any deficiency noted in the record. Some Marines will have learned from their mistakes in ways that make them stronger; others will have strengths that outweigh relatively small weaknesses in their records. Please make the best, not simply the

SUPPLEMENTAL GUIDANCE FOR THE
FY 2005 GUNNERY SERGEANT SELECTION BOARD

most obviously defensible, choices. By doing this, you will not only fulfill your obligation, you will also better serve the Marine Corps.

18. In your consideration, please be sensitive to the fact that the needs of the Marine Corps have changed over the years and will continue to change. Be especially alert for Marines who have embraced change by conceiving and trying new solutions to our most challenging problems. The Marine Corps needs bold Marines who are willing to think creatively and take well-calculated risks. Give priority to promoting Marines who have shown initiative in finding and pursuing the most effective ways of accomplishing our mission. Also note, in this regard, that Marines with the greatest capacity for innovation may have served in billets different from the norm. In the context of a changing Marine Corps, the best-qualified Marines may reflect a variety of backgrounds.

2005 USMC GUNNERY SERGEANT SELECTION BOARD

CONVENING DATE: 2005/04/19 ADJOURNMENT DATE: 2005/06/23

AUTHORIZED TO SELECT: 2118

OVERALL STATISTICS

	ABOVE ZONE	IN ZONE	BELOW ZONE
ELIGIBLE	2593	2724	1941
SELECTED	712	1388	18
% SELECTED	27.5	51.0	0.9
% ALLOCATION	33.6	65.5	0.8

PERCENT OF ELIGIBLE (AZ+IZ) MARINES SUBMITTING PHOTOS: 95.1

RACE/ETHNIC INFORMATION

MALE: 6850

	ABOVE ZONE			IN ZONE			BELOW ZONE		
	ELIG	SEL	%SEL	ELIG	SEL	%SEL	ELIG	SEL	%SEL
WHITE	1355	382	28.2	1492	786	52.7	957	13	1.4
BLACK	643	168	26.1	519	223	43.0	398	3	0.8
HISPANIC	300	83	27.7	387	206	53.2	339	2	0.6
ASIAN/PAC	74	19	25.7	68	40	58.8	53	0	0.0
AMER IND	62	18	29.0	57	31	54.4	53	0	0.0
OTHER	34	8	23.5	34	20	58.8	25	0	0.0
	---	---	---	---	---	---	---	---	---
TOTAL	2468	678	27.5	2557	1306	51.1	1825	18	1.0

FEMALE:

	ABOVE ZONE			IN ZONE			BELOW ZONE		
	ELIG	SEL	%SEL	ELIG	SEL	%SEL	ELIG	SEL	%SEL
WHITE	42	12	28.6	61	33	54.1	43	0	0.0
BLACK	53	17	32.1	63	27	42.9	32	0	0.0
HISPANIC	19	3	15.8	35	17	48.6	29	0	0.0
ASIAN/PAC	5	1	20.0	3	2	66.7	3	0	0.0
AMER IND	5	1	20.0	1	1	100.0	6	0	0.0
OTHER	1	0	0.0	4	2	50.0	3	0	0.0
	---	---	---	---	---	---	---	---	---
TOTAL	125	34	27.2	167	82	49.1	116	0	0.0

TOTAL:

	ABOVE ZONE			IN ZONE			BELOW ZONE		
	ELIG	SEL	%SEL	ELIG	SEL	%SEL	ELIG	SEL	%SEL
WHITE	1397	394	28.2	1553	819	52.7	1000	13	1.3
BLACK	696	185	26.6	582	250	43.0	430	3	0.7
HISPANIC	319	86	27.0	422	223	52.8	368	2	0.5
ASIAN/PAC	79	20	25.3	71	42	59.2	56	0	0.0
AMER IND	67	19	28.4	58	32	55.2	59	0	0.0
OTHER	35	8	22.9	38	22	57.9	28	0	0.0
	---	---	---	---	---	---	---	---	---
TOTAL	2593	712	27.5	2724	1388	51.0	1941	18	0.9



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3280 RUSSELL ROAD
QUANTICO, VIRGINIA 22134-5103

IN REPLY REFER TO:
1400
MMPR-2

APR 19 2004

From: Commandant of the Marine Corps
To: Colonel James R. Braden, USMC

Subj: PRECEPT CONVENING THE FY 2004 GUNNERY SERGEANT SELECTION BOARD

Encl: (1) Supplemental Guidance for the FY 2004 Gunnery Sergeant Selection Board

1. The selection board, consisting of yourself as the president and the following additional board members, to consider all eligible staff sergeants for promotion to the next higher grade, is appointed:

Lieutenant Colonel Dario W. Valli, USMC
Lieutenant Colonel James B. Sweeny III, USMC
Major Terry D. Hagen, USMC
Major Domingo K. Salazar, USMC
Major Anthony D. Taylor, USMC
Captain Jennifer A. Esch, USMC
Captain Teresa L. Ovalle, USMC
Chief Warrant Officer 2 Timothy E. Lemaster, USMC
Sergeant Major Richard A. Hawkins, USMC
Sergeant Major Larry W. Morris Sr., USMC
Sergeant Major William H. Small Jr., USMC
Sergeant Major James W. Sutton, USMC
Sergeant Major Myles C. Thorne, USMC
Sergeant Major Kevin D. Wilson, USMC
Master Gunnery Sergeant Alphonse Armstrong, USMC
Master Gunnery Sergeant Samuel G. Colon, USMC
Master Gunnery Sergeant Rufus C. Cotton, USMC
Master Gunnery Sergeant Ann M. Gossage, USMC
Master Gunnery Sergeant Ronald E. Minton, USMC
Master Gunnery Sergeant Jose Villasenor, USMC

2. Captain Shawn R. Wade, USMC, will serve as the senior recorder. Master Sergeant Reginald J. Goode, USMC and Gunnery Sergeant Norron W. Lee Jr., USMC will serve as assistant recorders. A recorder will be present during all selection board deliberations.

Subj: PRECEPT CONVENING THE FY 2004 GUNNERY SERGEANT SELECTION BOARD

3. The following administrative support personnel are hereby appointed:

Col Lee W. Freund, USMC
Mr. William A. Hicks
Maj James A. Popielec, USMC
Capt James A. McLaughlin, USMC
Mrs. Lesley A. Ecker
Ms. Min Mei
GySgt Gary A. Richardson, USMC
Ms. Gladys Johnson
Ms. Cynthia Guillory
Mrs. Dawn K. Murphy
SSgt James B. Bride, USMC
Sgt Timothy L. Brown, USMC
Cpl Eleazar Castro, USMC
LCpl James I. Miller, USMC
LCpl Jacob R. Reinert, USMC
LCpl Chad R. Slusher, USMC
PFC Alana Blackburn, USMC
PFC Janoi A. Cowan, USMC
PFC Eric D. Delarosa, USMC
PFC Gabrieli R. Fernandez, USMC
PFC Robert D. Frese, USMC
PFC Justin Hill, USMC
PFC Michael P. Hill, USMC
PFC Doo R. Kim, USMC
PFC Jacob T. Morse, USMC
PFC Jeffrey R. Peterson, USMC
PFC Blaine D. Raine, USMC
PFC Gage C. Rindt, USMC
PFC Justin M. Quiles, USMC
PFC Dominique A. Warren, USMC
PVT Michael K. Burns, USMC

4. The selection board is ordered to convene at Harry Lee Hall, Marine Corps Base, Quantico, Virginia, on 19 April 2004, or as soon thereafter as is practicable. In accordance with MARADMINs 073/04, and 131/04 a copy of updated zones and allocations will be provided to each board member via separate correspondence. Enclosure (1) contains additional guidance for board members to consider in determining the professional qualifications and promotion potential of Marines eligible for consideration.

5. The function of the selection board is to recommend eligible staff sergeants for promotion to the next higher grade. The

Subj: PRECEPT CONVENING THE FY 2004 GUNNERY SERGEANT SELECTION BOARD

Marines selected will be those whom a majority of the members of the board consider best qualified for promotion to meet the needs of the Marine Corps. In addition to the standard of best qualified, all Marines recommended for promotion must be fully qualified. Each Marine's qualifications and performance of duty must clearly demonstrate that the Marine will be capable of performing those duties normally associated with the next higher grade. This standard applies to all eligible Marines, including those above zone and below zone.

6. The eligibility criteria for consideration for selection in each military occupational specialty (MOS) were promulgated by MARADMINs 073/04 and 131/04. CMC has modified the PME requirement originally listed in these MARADMINs, as indicated in paragraph 4 of the enclosure. The selection board will limit the number of selections for promotion to the allocations provided. Changes to allocations, if any, will be provided to each board member as they occur.

7. Consideration of below zone eligible Marines.

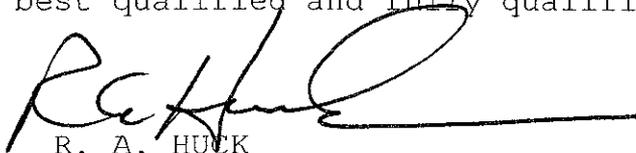
a. Not more than five percent, or one selection, whichever is greater, may be selected from the below zone of each MOS. In addition, the total number of below zone selectees will not exceed five percent of the total allocation for all MOSs.

b. The selection of a Marine from the below zone must be based on the best qualified and fully qualified standard applicable to all eligible Marines. When considering the records of Marines equally well qualified for promotion, you may consider the fact that a selection from the below zone benefits the Marine Corps by creating an incentive for superior performance by Marines below the promotion zone. Accordingly, the selection board is directed to give Marines in the below zone the same careful consideration given other Marines in the above and promotion zones.

8. Upon completion of its proceedings, the selection board will submit its report to the Commandant of the Marine Corps or his authorized representative for approval and signature. The report of the board will be in writing, signed by each member of the board and the recorders. It shall contain the names of the Marines the board recommends for promotion. The report will certify the board has complied with all instructions contained

Subj: PRECEPT CONVENING THE FY 2004 GUNNERY SERGEANT SELECTION BOARD

in this Precept and, as appropriate, other guidance or instruction provided by the Commandant of the Marine Corps. The report of the board shall certify the board has carefully considered the record of each Marine whose name was furnished to it and that, in the majority opinion of the board, the Marines recommended by the board are best qualified and fully qualified.

A handwritten signature in black ink, appearing to read 'R. A. Huck', with a long horizontal flourish extending to the right.

R. A. HUCK
Director, Personnel
Management Division

SUPPLEMENTAL GUIDANCE FOR THE
FY 2004 GUNNERY SERGEANT SELECTION BOARD

Ref: (a) MCO P1400.32C (MARCORPROMMAN, VOL 2, ENLPROM)
(b) MCO P1200.7M (MOS MANUAL)
(c) MCO P1610.7E (PERFORMANCE EVALUATION SYSTEM)
(d) MCO P5300.12 (SUBSTANCE ABUSE)

1. References (a) and (b), as well as this Precept, state the policies and qualifications for selection to the staff noncommissioned officer (SNCO) grades. References (c) and (d) are germane. In the case of conflicting instructions, the guidelines in this Precept take precedence over those contained in references (a) through (d). The selection board will consider only the instructions and information provided by the Commandant of the Marine Corps or his authorized representative.

2. The following oath or affirmation shall be administered to the recorders by the president of the board:

"Do you solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

The following oath or affirmation shall be administered to the members of the board by the senior recorder:

"Do you solemnly swear (or affirm) that you will perform your duties as a member of this board without prejudice or partiality, having in view the special fitness of staff noncommissioned officers and the efficiency of the Marine Corps, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

The following oath or affirmation shall be administered to the administrative support personnel by the senior recorder.

"Do you solemnly swear (or affirm) that you will not disclose the proceedings or recommendations of this board pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

SUPPLEMENTAL GUIDANCE FOR THE
FY 2004 GUNNERY SERGEANT SELECTION BOARD

3. The Director, Manpower Plans and Policy Division, will provide the selection board the names of all Marines eligible for selection consideration. The board will carefully consider the record of every eligible Marine whose name is furnished.

4. Professional military education (PME) is a valuable and important aspect of a Marine staff noncommissioned officer's (SNCO) professional development. A well-educated core of SNCOs is better able to contribute to the effectiveness and success of the Marine Corps. The successful completion of appropriate level PME demonstrates a Marine's commitment to self-improvement and represents a desire to prepare for positions of increased responsibility. Because of its importance, completion of appropriate PME by grade has become a requirement for selection for SNCO promotion boards. However, it takes a commitment of time and availability to complete the required PME courses, both resident and nonresident, for promotion to the SNCO ranks. Due to the high deployment tempo of Marine units during this past year in support of Marine Corps operations around the world, there are many well-intentioned and hard working Marines who have not had the ability or the access to complete their required PME. It would be an injustice to exclude these deserving and talented Marines from an opportunity to be selected for promotion to gunnery sergeant solely due to reasons beyond their control. Therefore, the promotion requirement for PME for this board for all eligible Marines is waived.

5. The selection board may request an extension of the promotion zone of an MOS, if a below zone exists for that MOS, and the board, after careful consideration of all records, decides that a sufficient number of qualified Marines cannot be found within the promotion zone and above zone. The board will coordinate with the Director, Manpower Plans and Policy Division (MP), via the Director, Personnel Management Division (MM) prior to effecting a zone change. Additionally, if the promotion opportunity decreases significantly, the board may request from CMC (MP) via the CMC (MM) that the promotion zone be decreased to maintain promotion opportunity.

6. Marines who are selected for appointment to warrant officer or who are participating in the Marine Enlisted Commissioning Education Program are eligible for noncompetitive selection consideration. The selection of these Marines will not count against the competitive allocations. Reference (a) contains the criteria for evaluating Marines in this category. PME requirements

SUPPLEMENTAL GUIDANCE FOR THE
FY 2004 GUNNERY SERGEANT SELECTION BOARD

are waived for Marines considered noncompetitively.

7. The selection board will carefully consider each Marine's appearance. Official photographs are the best indicators; however, if a record does not contain a photograph, every effort will be made to evaluate a Marine's appearance from fitness report markings.

8. All Marines are assigned to commands at the discretion of competent command authority. Accordingly, billet assignments are widely diverse, with many Marines serving outside of their primary MOS in billets that could be considered less desirable, and/or in commands that may not be considered within the mainstream of the Marine Corps. Regardless of duty assignment, all Marines serve because there is a vital need to support the continued readiness of our Corps. Marines serving in billets outside their primary MOS are to be considered qualified for promotion based upon their performance in their assigned duties.

9. Particular effort must be applied to interpreting the markings of fitness reports before, during, and after assignment to recruiting or drill instructor duty. Because of the standards applied during these assignments, marks may be lower than marks reflected by an equal level of performance in other duty assignments. Additionally, the following should be carefully considered:

a. The recruiting of highly qualified men and women for the Marine Corps is one of the most difficult and demanding duties that any Marine can face today. Marines who undergo a rigorous screening process, successfully complete a difficult training program, and are presently serving in or have successfully completed a recruiting assignment, will be considered "highly qualified" for promotion, unless evidence to the contrary is presented. The board should be especially diligent in determining, to the best of its ability, whether performance of duty while on recruiting duty reflects a dedication to compliance with all guidance and procedures. If noncompetitive markings on fitness reports appear to be solely the result of a failure to meet a recruiting quota, even though all guidance and procedures were complied with, and the Marine's overall record shows characteristics that otherwise would suggest a high potential for effective performance at a higher grade, the board will use its judgment in weighing the significance of the lower marks.

SUPPLEMENTAL GUIDANCE FOR THE
FY 2004 GUNNERY SERGEANT SELECTION BOARD

b. Marines who passed a rigid screening process, underwent rigorous training requirements, and are successfully serving in or have successfully completed a demanding assignment as a drill instructor, will be considered "highly qualified" for promotion.

c. The records of some Marines will indicate that they have performed duty with the Marine Security Guard Battalion. The requirements for such assignments are stringent, and a successful tour of duty is indicative of superior leadership qualities. These Marines will be considered "highly qualified" for promotion.

d. The records of some Marines will indicate that they have performed duty with the Marine Corps Security Force. The requirements for such assignments are stringent, and a successful tour of duty is indicative of superior leadership qualities. These Marines will be considered "highly qualified" for promotion.

e. The records of some Marines will indicate they are serving in or have completed duty as Instructors with the Schools of Infantry and received a secondary MOS of 8513. This demanding duty literally brings to life the fundamental connection between the Marine and his/her rifle and the relationships between Marines that basic combat skills is the all-important second step in the "making of Marines." Marines who have passed a rigorous screening process, undergone rigorous training requirements, and are serving in or have successfully completed the demanding assignment as a School of Infantry Instructor will be considered "highly qualified" for promotion.

10. Marines with certain primary MOSs historically do not have an opportunity to serve in B-billetts due to extensive school training, career progression at a certain pay grade, perishable MOS skills, or insufficient overall strength of the MOS. Marines in these occupational specialties will not be denied the opportunity to serve in a B-billet if the MOS can afford the assignment; however, they will not routinely be assigned to such duties. Due to this limited opportunity to serve in a B-billet, Marines who fit this category should be given equal consideration with their peers even though they may not have served in a B-billet.

11. Members of the selection board will familiarize themselves with Marine Corps policy on alcoholism and alcohol abuse as outlined in reference (d). The board will not deny selection opportunity to Marines diagnosed and successfully treated for alcoholism or alcohol abuse. However, the board will consider any

SUPPLEMENTAL GUIDANCE FOR THE
FY 2004 GUNNERY SERGEANT SELECTION BOARD

misconduct or reduction in performance resulting from alcoholism or alcohol abuse when determining fitness for promotion.

12. Selection board members will familiarize themselves with Marine Corps policy concerning the distribution, possession, or use of illegal drugs. The detrimental effect of drug use in individual performance, leadership, and mission accomplishment is damaging not only to the Marine, but also to the Marine Corps as a whole. Disregard for disciplinary and organizational values will not be tolerated, and the board will consider such behavior when a Marine's potential is evaluated.

13. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, creed, color, gender, or national origin. The Marine Corps goal is a professional working environment in which a Marine's race, creed, color, gender, or national origin will not impact their professional opportunities. Accordingly, within this board's charter to select those SNCOs who are best and fully qualified, you must ensure that SNCOs are not disadvantaged because of their race, creed, color, gender, or national origin.

a. In your evaluation of the records of minority and women Marines, as with all Marines, you must clearly afford them fair and equitable consideration. You should be particularly vigilant in your evaluation of these records to take care that no Marine's selection opportunity is disadvantaged by past attitudes or by service utilization policies or practices. You should evaluate each Marine's potential to assume the responsibilities of the next higher grade, the overriding factor being performance of assigned duties.

b. This guidance should not be interpreted as requiring or permitting preferential treatment of any Marine or group of Marines on the basis of race, creed, color, gender, or national origin.

14. The official military personnel records provided to the selection board may include medical documents relevant to a Marine's physical qualifications. If the board desires clarification of any such document, the board president will reduce the board's questions to writing and forward them to the Director, Personnel Management Division. The Director will provide such clarification as may be appropriate.

SUPPLEMENTAL GUIDANCE FOR THE
FY 2004 GUNNERY SERGEANT SELECTION BOARD

15. The enlisted promotion system does not have a medical prerequisite for promotion. The policy of the Commandant of the Marine Corps is that all enlisted Marines who are otherwise qualified will not lose their eligibility for promotion consideration if hospitalized or if on temporary limited duty due to medical reasons. However, enlisted Marines who have been approved for Permanent Limited Duty (PLD), who have less than 20 qualifying years of service for retirement, and are retained in a PLD category to complete 20 years of qualifying service for retirement, are not eligible for selection consideration.
16. All communications intended to express the views of the Commandant of the Marine Corps or other senior authority to the members of the selection board shall be in writing, furnished to each member, and made a part of the board record. The board shall consider only those official records, other information, and guidelines provided by the Commandant of the Marine Corps. No voting board member may communicate with an eligible Marine, reporting senior, or other person to solicit information, favorable or unfavorable, about an eligible Marine.
17. All documented incidents of misconduct and substandard performance that are included in a Marine's official record must be briefed to all voting board members. Members must carefully consider each such incident in connection with their deliberations. When discussing a member's personal knowledge of the professional qualifications of an eligible Marine, the board is reminded that if personal remarks, based on a member's personal knowledge, could be considered adverse, the member cannot discuss his/her personal knowledge or evaluation unless such adverse information is contained in the Marine's official record or other official material placed before the board for consideration. Should an eligible Marine's record reveal the removal of a fitness report by the Performance Evaluation Review Board or the Board for Correction of Naval Records, the member may not discuss his/her personal knowledge of the fitness report or the circumstances that resulted in the removal of the report from the Marine's official record.
18. Faced with many highly qualified Marines, there may be a tendency to simplify your task by summarily putting aside the folders of Marines whose past records are less than perfect. However, to do this is to fall short of your obligation. Your charge is to find the "best qualified" Marines. A judgment of the whole person and the whole record is required to determine whose future potential will best serve the Marine Corps. You may

SUPPLEMENTAL GUIDANCE FOR THE
FY 2004 GUNNERY SERGEANT SELECTION BOARD

conclude that particular adverse information undermines a Marine's ability to serve successfully in a position of increased authority and responsibility, despite an otherwise outstanding record. On the other hand, you may find that a Marine's overall outstanding performance demonstrates such potential for future service that it outweighs any deficiency noted in the record. Some Marines will have learned from their mistakes in ways that make them stronger; others will have strengths that outweigh relatively small weaknesses in their records. Please make the best, not simply the most obviously defensible, choices. By doing this, you will not only fulfill your obligation, you will also better serve the Marine Corps.

19. In your consideration, please be sensitive to the fact that the needs of the Marine Corps have changed over the years and will continue to change. Be especially alert for Marines who have embraced change by conceiving and trying new solutions to our most challenging problems. The Marine Corps needs bold Marines who are willing to think creatively and take well-calculated risks. Give priority to promoting Marines who have shown initiative in finding and pursuing the most effective ways of accomplishing our mission. Also note, in this regard, that Marines with the greatest capacity for innovation may have served in billets different from the norm. In the context of a changing Marine Corps, the best-qualified Marines may reflect a variety of backgrounds.



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
MANPOWER AND RESERVE AFFAIRS DEPARTMENT
HARRY LEE HALL, 17 LEJEUNE ROAD
QUANTICO, VIRGINIA 22134-5104

IN REPLY REFER TO.

1400

MMPR-2

APR 17 2003

From: Commandant of the Marine Corps
To: Colonel David E. Smith, USMC

Subj: PRECEPT CONVENING THE CY 2003 GUNNERY SERGEANT SELECTION BOARD

Encl: (1) Supplemental Guidance for the CY 2003 Gunnery Sergeant Selection Board

1. The selection board, consisting of yourself as the president and the following additional board members, to consider all eligible staff sergeants for promotion to the next higher grade, is appointed:

Lieutenant Colonel Alec L. Kirstein, USMCR
Lieutenant Colonel Robert W. Marshall, USMC
Major Michael S. Casey, USMC
Major Henry M. Hyams III, USMC
Captain Alicia A. Chiaramonte, USMC
Captain Sean P. Dynan, USMC
Chief Warrant Officer-3 Thomas J. Sukalski, USMC
Sergeant Major Roland J. Daniel, USMC
Sergeant Major Shanda L. Elkins, USMC
Sergeant Major Andre Johnson, USMC
Sergeant Major Richard H. Rush, USMC
Sergeant Major Clyde S. Smith, USMC
Sergeant Major William A. Vetter, USMC
Master Gunnery Sergeant Raymond G. Dean, USMC
Master Gunnery Sergeant Terry R. Graf Sr., USMC
Master Gunnery Sergeant Judith A. Hirst, USMC
Master Gunnery Sergeant John M. Jambon, USMC
Master Gunnery Sergeant Donna M. McCain, USMC
Master Gunnery Sergeant Holly Raby, USMC
Master Gunnery Sergeant Dean A. Reik, USMC

2. Captain David L. McCaffree Jr., USMC, will serve as the senior recorder. Master Sergeant Michael J. Hurd, USMC and Gunnery Sergeant Kevin G. Watson, USMC will serve as assistant recorders. A recorder will be present during all selection board deliberations.

Subj: PRECEPT CONVENING THE CY 2003 GUNNERY SERGEANT SELECTION BOARD

3. The following administrative support personnel are hereby appointed:

Col Richard W. Yoder, USMC
Mr. William A. Hicks
Maj James A. Popielec, USMC
Ms. Min Mei
GySgt Gary A. Richardson, USMC
Ms. Gladys Johnson
Ms. Cynthia Guillory
SSgt James B. Bride, USMC
Sgt Athienna J. Calixto, USMC
Sgt Timothy D. Donovan, USMC
Sgt Timothy A. Parquez, USMC
Cpl Eleazar Castro, USMC
LCpl Chad R. Slusher, USMC
PFC Enrique Rios Jr., USMC
PFC Leo D. Sullivan IV, USMC
PFC Ned Vergara, USMC
PVT Andrew Cartagena, USMC
PVT Daryl D. Delp Jr., USMC
PVT Christopher R. Harvey, USMC
PVT Dale R. Vogel Jr., USMC
PVT Scott M. Volk, USMC

4. The selection board is ordered to convene at Harry Lee Hall, Marine Corps Base, Quantico, Virginia, on 21 April 2003, or as soon thereafter as is practicable. In accordance with MARADMINs 062/03, 116/03, and 161/03, a copy of updated zones and allocations will be provided to each board member via separate correspondence. Enclosure (1) contains additional guidance for board members to consider in determining the professional qualifications and promotion potential of Marines eligible for consideration.

5. The function of the selection board is to recommend eligible staff sergeants for promotion to the next higher grade. The Marines selected will be those whom a majority of the members of the board consider best qualified for promotion to meet the needs of the Marine Corps. In addition to the standard of best qualified, all Marines recommended for promotion must be fully qualified. Each Marine's qualifications and performance of duty must clearly demonstrate that the Marine will be capable of performing those duties normally associated with the next higher grade. This standard applies to all eligible Marines, including those above zone and below zone.

Subj: PRECEPT CONVENING THE CY 2003 GUNNERY SERGEANT SELECTION BOARD

6. The eligibility criteria for consideration for selection in each military occupational specialty (MOS) were promulgated by MARADMINs 062/03, 116/03, and 161/03. The selection board will limit the number of selections for promotion to the allocations provided. Changes to allocations, if any, will be provided to each board member as they occur.

7. Consideration of below zone eligible Marines.

a. Not more than five percent, or one selection, whichever is greater, may be selected from the below zone of each MOS. In addition, the total number of below zone selectees will not exceed five percent of the total allocation for all MOSs.

b. The selection of a Marine from the below zone must be based on the best qualified and fully qualified standard applicable to all eligible Marines. When considering the records of Marines equally well qualified for promotion, you may consider the fact that a selection from the below zone benefits the Marine Corps by creating an incentive for superior performance by Marines below the promotion zone. Accordingly, the selection board is directed to give Marines in the below zone the same careful consideration given other Marines in the above and promotion zones.

8. Upon completion of its proceedings, the selection board will submit its report to the Commandant of the Marine Corps or his authorized representative for approval and signature. The report of the board will be in writing, signed by each member of the board and the recorders. It shall contain the names of the Marines the board recommends for promotion. The report will certify the board has complied with all instructions contained in this Precept and, as appropriate, other guidance or instruction provided by the Commandant of the Marine Corps. The report of the board shall certify the board has carefully considered the record of each Marine whose name was furnished to it and that, in the majority opinion of the board, the Marines recommended by the board are best qualified and fully qualified.



F. C. WILSON
By direction

SUPPLEMENTAL GUIDANCE FOR THE
CY 2003 GUNNERY SERGEANT SELECTION BOARD

Ref: (a) MCO P1400.32C (MARCORPROMMAN, VOL 2, ENLPROM)
(b) MCO P1200.7M (MOS MANUAL)
(c) MCO P1610.7E (PERFORMANCE EVALUATION SYSTEM)
(d) MCO P5300.12 (SUBSTANCE ABUSE)

1. References (a) and (b), as well as this Precept, state the policies and qualifications for selection to the staff noncommissioned officer (SNCO) grades. References (c) and (d) are germane. In the case of conflicting instructions, the guidelines in this Precept take precedence over those contained in references (a) through (d). The selection board will consider only the instructions and information provided by the Commandant of the Marine Corps or his authorized representative.

2. The following oath or affirmation shall be administered to the recorders by the president of the board:

"Do you solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

The following oath or affirmation shall be administered to the members of the board by the senior recorder:

"Do you solemnly swear (or affirm) that you will perform your duties as a member of this board without prejudice or partiality, having in view the special fitness of staff noncommissioned officers and the efficiency of the Marine Corps, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

The following oath or affirmation shall be administered to the administrative support personnel by the senior recorder.

"Do you solemnly swear (or affirm) that you will not disclose the proceedings or recommendations of this board pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

SUPPLEMENTAL GUIDANCE FOR THE
CY 2003 GUNNERY SERGEANT SELECTION BOARD

3. The Director, Manpower Plans and Policy Division, will provide the selection board the names of all Marines eligible for selection consideration. The board will carefully consider the record of every eligible Marine whose name is furnished.

4. Marines who meet the eligibility criteria for promotion to the next higher grade must have completed the appropriate level Professional Military Education (PME). Marines who have not completed the appropriate PME requirements will be considered less than fully qualified for promotion. All PME requirements must be completed by 2359 on 21 April 2003. The PME requirement for selection for promotion is the completion of one of the following:

a. SNCO Career Non-resident Program (new title: SNCO Career Distance Education Program (MCI Program 7100) or

b. SNCO Academy Extension Course (now discontinued).

5. The selection board may request an extension of the promotion zone of an MOS, if a below zone exists for that MOS, and the board, after careful consideration of all records, decides that a sufficient number of qualified Marines cannot be found within the promotion zone and above zone. The board will coordinate with the Director, Manpower Plans and Policy Division (MP), via the Director, Personnel Management Division (MM) prior to effecting a zone change. Additionally, if the promotion opportunity decreases significantly, the board may request from CMC (MP) via the CMC (MM) that the promotion zone be decreased to maintain promotion opportunity.

6. Marines who are selected for appointment to warrant officer or who are participating in the Marine Enlisted Commissioning Education Program are eligible for noncompetitive selection consideration. The selection of these Marines will not count against the competitive allocations. Reference (a) contains the criteria for evaluating Marines in this category. PME requirements are waived for Marines considered noncompetitively.

7. The selection board will carefully consider each Marine's appearance. Official photographs are the best indicators; however, if a record does not contain a photograph, every effort will be made to evaluate a Marine's appearance from fitness report markings.

SUPPLEMENTAL GUIDANCE FOR THE
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8. All Marines are assigned to commands at the discretion of competent command authority. Accordingly, billet assignments are widely diverse, with many Marines serving outside of their primary MOS in billets that could be considered less desirable, and/or in commands that may not be considered within the mainstream of the Marine Corps. Regardless of duty assignment, all Marines serve because there is a vital need to support the continued readiness of our Corps. Marines serving in billets outside their primary MOS are to be considered qualified for promotion based upon their performance in their assigned duties.

9. Particular effort must be applied to interpreting the markings of fitness reports before, during, and after assignment to recruiting or drill instructor duty. Because of the standards applied during these assignments, marks may be lower than marks reflected by an equal level of performance in other duty assignments. Additionally, the following should be carefully considered:

a. The recruiting of highly qualified men and women for the Marine Corps is one of the most difficult and demanding duties that any Marine can face today. Marines who undergo a rigorous screening process, successfully complete a difficult training program, and are presently serving in or have successfully completed a recruiting assignment, will be considered "highly qualified" for promotion, unless evidence to the contrary is presented. The board should be especially diligent in determining, to the best of its ability, whether performance of duty while on recruiting duty reflects a dedication to compliance with all guidance and procedures. If noncompetitive markings on fitness reports appear to be solely the result of a failure to meet a recruiting quota, even though all guidance and procedures were complied with, and the Marine's overall record shows characteristics that otherwise would suggest a high potential for effective performance at a higher grade, the board will use its judgment in weighing the significance of the lower marks.

b. Marines who passed a rigid screening process, underwent rigorous training requirements, and are successfully serving in or have successfully completed a demanding assignment as a drill instructor, will be considered "highly qualified" for promotion.

c. The records of some Marines will indicate that they have performed duty with the Marine Security Guard Battalion. The requirements for such assignments are stringent, and a successful

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tour of duty is indicative of superior leadership qualities. These Marines will be considered "highly qualified" for promotion.

d. The records of some Marines will indicate that they have performed duty with the Marine Corps Security Force. The requirements for such assignments are stringent, and a successful tour of duty is indicative of superior leadership qualities. These Marines will be considered "highly qualified" for promotion.

e. The records of some Marines will indicate they are serving in or have completed duty as Instructors with the Schools of Infantry and received a secondary MOS of 8513. This demanding duty literally brings to life the fundamental connection between the Marine and his/her rifle and the relationships between Marines that basic combat skills is the all-important second step in the "making of Marines." Marines who have passed a rigorous screening process, undergone rigorous training requirements, and are serving in or have successfully completed the demanding assignment as a School of Infantry Instructor will be considered "highly qualified" for promotion.

10. Marines with certain primary MOSs historically do not have an opportunity to serve in B-billetts due to extensive school training, career progression at a certain pay grade, perishable MOS skills, or insufficient overall strength of the MOS. Marines in these occupational specialties will not be denied the opportunity to serve in a B-billet if the MOS can afford the assignment; however, they will not routinely be assigned to such duties. Due to this limited opportunity to serve in a B-billet, Marines who fit this category should be given equal consideration with their peers even though they may not have served in a B-billet.

11. Members of the selection board will familiarize themselves with Marine Corps policy on alcoholism and alcohol abuse as outlined in reference (d). The board will not deny selection opportunity to Marines diagnosed and successfully treated for alcoholism or alcohol abuse. However, the board will consider any misconduct or reduction in performance resulting from alcoholism or alcohol abuse when determining fitness for promotion.

12. Selection board members will familiarize themselves with Marine Corps policy concerning the distribution, possession, or use of illegal drugs. The detrimental effect of drug use in individual performance, leadership, and mission accomplishment is damaging not only to the Marine, but also to the Marine Corps as a whole.

SUPPLEMENTAL GUIDANCE FOR THE
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Disregard for disciplinary and organizational values will not be tolerated, and the board will consider such behavior when a Marine's potential is evaluated.

13. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, creed, color, gender, or national origin. The Marine Corps goal is a professional working environment in which a Marine's race, creed, color, gender, or national origin will not impact their professional opportunities. Accordingly, within this board's charter to select those SNCOs who are best and fully qualified, you must ensure that SNCOs are not disadvantaged because of their race, creed, color, gender, or national origin.

a. In your evaluation of the records of minority and women Marines, as with all Marines, you must clearly afford them fair and equitable consideration. You should be particularly vigilant in your evaluation of these records to take care that no Marine's selection opportunity is disadvantaged by past attitudes or by service utilization policies or practices. You should evaluate each Marine's potential to assume the responsibilities of the next higher grade, the overriding factor being performance of assigned duties.

b. This guidance should not be interpreted as requiring or permitting preferential treatment of any Marine or group of Marines on the basis of race, creed, color, gender, or national origin.

14. The official military personnel records provided to the selection board may include medical documents relevant to a Marine's physical qualifications. If the board desires clarification of any such document, the board president will reduce the board's questions to writing and forward them to the Director, Personnel Management Division. The Director will provide such clarification as may be appropriate.

15. The enlisted promotion system does not have a medical prerequisite for promotion. The policy of the Commandant of the Marine Corps is that all enlisted Marines who are otherwise qualified will not lose their eligibility for promotion consideration if hospitalized or if on temporary limited duty due to medical reasons. However, enlisted Marines who have been approved for Permanent Limited Duty (PLD), who have less than 20 qualifying years of service for retirement, and are retained in a PLD category to complete 20 years of qualifying service for

SUPPLEMENTAL GUIDANCE FOR THE
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retirement, are not eligible for selection consideration.

16. All communications intended to express the views of the Commandant of the Marine Corps or other senior authority to the members of the selection board shall be in writing, furnished to each member, and made a part of the board record. The board shall consider only those official records, other information, and guidelines provided by the Commandant of the Marine Corps. No voting board member may communicate with an eligible Marine, reporting senior, or other person to solicit information, favorable or unfavorable, about an eligible Marine.

17. All documented incidents of misconduct and substandard performance that are included in a Marine's official record must be briefed to all voting board members. Members must carefully consider each such incident in connection with their deliberations. When discussing a member's personal knowledge of the professional qualifications of an eligible Marine, the board is reminded that if personal remarks, based on a member's personal knowledge, could be considered adverse, the member cannot discuss his/her personal knowledge or evaluation unless such adverse information is contained in the Marine's official record or other official material placed before the board for consideration. Should an eligible Marine's record reveal the removal of a fitness report by the Performance Evaluation Review Board or the Board for Correction of Naval Records, the member may not discuss his/her personal knowledge of the fitness report or the circumstances that resulted in the removal of the report from the Marine's official record.

18. Faced with many highly qualified Marines, there may be a tendency to simplify your task by summarily putting aside the folders of Marines whose past records are less than perfect. However, to do this is to fall short of your obligation. Your charge is to find the "best qualified" Marines. A judgment of the whole person and the whole record is required to determine whose future potential will best serve the Marine Corps. You may conclude that particular adverse information undermines a Marine's ability to serve successfully in a position of increased authority and responsibility, despite an otherwise outstanding record. On the other hand, you may find that a Marine's overall outstanding performance demonstrates such potential for future service that it outweighs any deficiency noted in the record. Some Marines will have learned from their mistakes in ways that make them stronger; others will have strengths that outweigh relatively small weaknesses in their records. Please make the best, not simply the

SUPPLEMENTAL GUIDANCE FOR THE
CY 2003 GUNNERY SERGEANT SELECTION BOARD

most obviously defensible, choices. By doing this, you will not only fulfill your obligation, you will also better serve the Marine Corps.

19. In your consideration, please be sensitive to the fact that the needs of the Marine Corps have changed over the years and will continue to change. Be especially alert for Marines who have embraced change by conceiving and trying new solutions to our most challenging problems. The Marine Corps needs bold Marines who are willing to think creatively and take well-calculated risks. Give priority to promoting Marines who have shown initiative in finding and pursuing the most effective ways of accomplishing our mission. Also note, in this regard, that Marines with the greatest capacity for innovation may have served in billets different from the norm. In the context of a changing Marine Corps, the best-qualified Marines may reflect a variety of backgrounds.



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
MANPOWER AND RESERVE AFFAIRS DEPARTMENT
HARRY LEE HALL, 17 LEJEUNE ROAD
QUANTICO, VIRGINIA 22134-5104

IN REPLY REFER TO
1400
MMPR-2

APR 18 2002

From: Commandant of the Marine Corps
To: Colonel Bradley E. Turner, USMC

Subj: PRECEPT CONVENING THE CY 2002 GUNNERY SERGEANT SELECTION BOARD

Encl: (1) CY 2002 Gunnery Sergeant Board Allocations
(2) Supplemental Guidance for the CY 2002 Gunnery Sergeant Selection Board

1. The selection board, consisting of yourself as the president and the following additional board members, to consider all eligible staff sergeants for promotion to the next higher grade, is appointed:

Lieutenant Colonel Robert B. Gorski, USMC
Lieutenant Colonel William D. Delano, USMC
Major Michael H. Villar, USMC
Major Larry G. Carmon, USMC
Captain Mary J. Bradford, USMC
Captain Anthony J. Robinson, USMC
Captain Brian A. Shottenkirk, USMC
Chief Warrant Officer-2 Wayne J. Komsi, USMC
Sergeant Major Bradley M. Ashley, USMC
Sergeant Major Phillip L. Coble, USMC
Sergeant Major Juan G. Camacho Jr., USMC
Sergeant Major Terry D. Winters, USMC
Sergeant Major Robert E. Soto, USMC
Sergeant Major Jimmy D. Cummings, USMC
Master Gunnery Sergeant Joel W. Warwick, USMC
Master Gunnery Sergeant Sergio A. Rodriguez, USMC
Master Gunnery Sergeant Santiago V. Rodriguez, USMC
Master Gunnery Sergeant James Whitebear, USMC
Master Gunnery Sergeant Jean M. Gully, USMC
Master Gunnery Sergeant Wayne M. Cowan, USMC

2. Captain Angel Green, USMCR, will serve as the senior recorder. Master Sergeant Mark A. Hermes, USMC, and Gunnery Sergeant Kevin J. Goodwin, USMC, will serve as assistant recorders. A recorder will be present during all selection board deliberations.

Subj: PRECEPT CONVENING THE CY 2002 GUNNERY SERGEANT SELECTION BOARD

3. The following administrative support personnel are hereby appointed:

Col Richard W. Yoder, USMC
Mr. Joseph G. Dunn
Maj James A. Popielec, USMC
Ms. Min Mei
2ndLt Loch H. Alsgaard, USMCR
MSGt Charlotte Wheeler, USMC
Ms. Gladys Johnson
SSgt Faye J. Casarez, USMC
Ms. Cynthia Guillory
Sgt LaShaun L. Benjamin, USMC
Cpl Athienna J. Calixto, USMC
Cpl Timothy D. Donovan, USMC
LCpl Eleazar Castro, USMC
LCpl Aaron J. Chudosky, USMC
LCpl Christopher A. Koci, USMC
LCpl Jarrett D. McCann, USMC
PFC Jontae G. Barber, USMC
PFC Indra L. Cabellos, USMC
PFC Rafael D. Pena, USMC
PFC Demetrius D. Wilburn, USMC
PFC Mathew S. Hamlin
PFC Shem R. Collier
PFC Lovelle O. Montgomery
PFC Cedric B. Hill
PFC Charlie F. Rutherford Jr.
PFC Christopher D. Gunlefinger
PFC Cesar M. Telles

4. The selection board is ordered to convene at Harry Lee Hall, Marine Corps Base, Quantico, Virginia, on 22 April 2002, or as soon thereafter as is practicable. Enclosure (1) contains the allocations by intended MOS and enclosure (2) contains additional guidance for board members to consider in determining the professional qualifications and promotion potential of Marines eligible for consideration.

5. The function of the selection board is to recommend eligible staff sergeants for promotion to the next higher grade. The Marines selected will be those whom a majority of the members of the board consider best qualified for promotion to meet the needs of the Marine Corps.

Subj: PRECEPT CONVENING THE CY 2002 GUNNERY SERGEANT SELECTION BOARD

In addition to the standard of best qualified, all Marines recommended for promotion must be fully qualified. Each Marine's qualifications and performance of duty must clearly demonstrate that the Marine will be capable of performing those duties normally associated with the next higher grade. This standard applies to all eligible Marines, including those above zone and below zone.

6. The eligibility criteria for consideration for selection in each military occupational specialty (MOS) were promulgated by MARADMINs 110/02 and 159/02.

7. Consideration of below zone eligible Marines.

a. Not more than five percent, or one selection, whichever is greater, may be selected from the below zone of each MOS. In addition, the total number of below zone selectees will not exceed five percent of the total allocation for all MOSs.

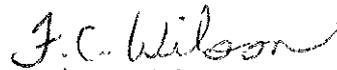
b. The selection of a Marine from the below zone must be based on the best-qualified and fully qualified standard applicable to all eligible Marines. When considering the records of Marines equally well qualified for promotion, you may consider the fact that a selection from the below zone benefits the Marine Corps by creating an incentive for superior performance by Marines below the promotion zone. Accordingly, the selection board is directed to give Marines in the below zone the same careful consideration given other Marines in the above and promotion zones.

8. The selection board will limit the number of selections for promotion to the allocations identified in enclosure (1). Changes to allocations, if any, will be published by updating enclosure (1).

9. Upon completion of its proceedings, the selection board will submit its report to the Commandant of the Marine Corps or his authorized representative for approval and signature. The report of the board will be in writing, signed by each member of the board and the recorders. It shall contain the names of the Marines the board recommends for promotion.

Subj: PRECEPT CONVENING THE CY 2002 GUNNERY SERGEANT SELECTION BOARD

The report will certify that the board has complied with all instructions contained in this Precept and, as appropriate, other guidance or instruction provided by the Commandant of the Marine Corps. The report of the board shall certify that the board has carefully considered the record of each Marine whose name was furnished to it and that, in the majority opinion of the board, the Marines recommended by the board are best qualified and fully qualified.



F. C. WILSON
Brigadier General
U.S. Marine Corps
Director, Personnel
Management Division

GUNNERY SERGEANT
ALLOCATIONS

MOS	Allocation	MOS	Allocation	MOS	Allocation
0161	9	0193	129	0211	10
0231	21	0241	12	0251	10
0261	1	0369	209	0411	13
0491	53	0511	7	0619	13
0629	44	0681	25	0689	4
0811	27	0848	20	0861	14
1169	36	1349	43	1361	8
1371	25	1391	29	1812	15
1833	25	2111	18	2131	3
2141	12	2146	11	2147	6
2161	4	2171	7	2311	11
2336	28	2621	14	2631	7
2651	4	2671	3	2673	0
2674	4	2676	2	2822	4
2823	8	2832	4	2834	5
2862	48	2874	2	2881	3
3043	58	3044	7	3051	28
3052	3	3112	12	3381	37
3432	9	3441	7	3451	8
3529	56	3537	56	4066	13
4067	5	4341	7	4421	8
4429	1	4671	2	5523	4
5537	2	5541	2	5544	2
5548	2	5566	0	5711	15
5811	21	5831	3	5939	4
5948	6	5953	0	5954	2
5974	3	5979	2	6042	8
6046	15	6048	24	6062	9
6072	14	6073	12	6074	4
6092	14	6112	8	6113	6
6114	8	6122	3	6123	2
6124	3	6153	5	6154	23
6172	7	6173	4	6174	2
6212	1	6213	3	6217	10
6222	1	6223	1	6227	3
6242	5	6253	1	6256	3
6257	4	6282	3	6287	1
6312	2	6317	2	6322	11

SUBTOTAL: 1617

GUNNERY SERGEANT
ALLOCATIONS

6323	7	6324	8	6332	6
6333	1	6337	5	6386	2
6414	22	6434	6	6469	16
6482	4	6492	6	6493	2
6531	23	6541	25	6672	42
6694	8	6842	2	7011	5
7041	12	7051	23	7212	11
7236	3	7242	7	7257	10
7314	2	7372	2	7382	2
8412	22	8421	8	9812	2

SUBTOTAL: 294
+ 1617

TOTAL: 1911

SUPPLEMENTAL GUIDANCE FOR THE CY 2002 GUNNERY SERGEANT SELECTION
BOARD

Ref: (a) MCO P1400.32C (MARCORPROMMAN, VOL 2, ENLPROM)
(b) MCO P1200.7M (MOS MANUAL)
(c) MCO P1610.7E (PERFORMANCE EVALUATION SYSTEM)
(d) MCO P5300.12 (SUBSTANCE ABUSE)

1. References (a) and (b), as well as this Precept, state the policies and qualifications for selection to the staff noncommissioned officer (SNCO) grades. References (c) and (d) are germane. In the case of conflicting instructions, the guidelines in this Precept take precedence over those contained in references (a) through (d). The selection board will consider only the instructions and information provided by the Commandant of the Marine Corps or his authorized representative.

2. The following oath or affirmation shall be administered to the recorders by the president of the board:

"Do you solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

The following oath or affirmation shall be administered to the members of the board by the senior recorder:

"Do you solemnly swear (or affirm) that you will perform your duties as a member of this board without prejudice or partiality, having in view the special fitness of staff noncommissioned officers and the efficiency of the Marine Corps, and further, that you will not disclose the proceedings or recommendations thereof pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

The following oath or affirmation shall be administered to the administrative support personnel by the senior recorder.

"Do you solemnly swear (or affirm) that you will not disclose the proceedings or recommendations of this board pertaining to the selection or nonselection of individual enlisted Marines except as authorized or required by the Commandant of the Marine Corps? So help you God."

SUPPLEMENTAL GUIDANCE FOR THE CY 2002 GUNNERY SERGEANT SELECTION BOARD

3. The Director, Manpower Plans and Policy Division, will provide the selection board the names of all Marines eligible for selection consideration. The board will carefully consider the record of every eligible Marine whose name is furnished.
4. Marines who meet the eligibility criteria for promotion to the next higher grade must have completed the appropriate level Professional Military Education (PME). Marines who have not completed the appropriate PME requirements will be considered less than fully qualified for promotion. All PME requirements must be completed no later than 21 April 2002, the day prior to the selection board's convening. The only PME requirement for selection for promotion to **Gunnery Sergeant** is the SNCO Career Nonresident Program/SNCO Career Distance Education Program (MCI Program 7100).
5. The selection board may request an extension of the promotion zone of an MOS, if a below zone exists for that MOS, and the board, after careful consideration of all records, decides that a sufficient number of qualified Marines cannot be found within the promotion zone and above zone. The board will coordinate with the Director, Manpower Plans and Policy Division, prior to executing a zone change. Additionally, if the promotion opportunity decreases significantly in any MOS, the board may request from the Director, Manpower Plans and Policy Division, that the promotion zone be decreased to maintain promotion opportunity.
6. Marines who are selected for warrant officer or who are currently enrolled in the Marine Enlisted Commissioning Education Program (MECEP), are eligible for noncompetitive selection consideration. The selection of such Marines will not count against the competitive allocations. Reference (a) contains the criteria for evaluating Marines in this category. PME requirements are waived for Marines considered noncompetitively.
7. The selection board will carefully consider each Marine's appearance. Official photographs are the best indicators; however, if a record does not contain a photograph, every effort will be made to evaluate a Marine's appearance from fitness report markings.
8. All Marines are assigned to commands at the discretion of competent command authority. Accordingly, billet assignments are widely diverse, with many Marines serving outside of their primary MOS in billets which could be considered less desirable, and/or in

SUPPLEMENTAL GUIDANCE FOR THE CY 2002 GUNNERY SERGEANT SELECTION BOARD

Marine Corps. Regardless of duty assignment, all Marines serve because there is a vital need to support the continued readiness of our Corps. Marines serving in billets outside their primary MOS are to be considered fully qualified for promotion based upon their performance in their assigned duties and nothing more.

9. Particular effort must be applied to interpreting the markings of fitness reports before, during, and after assignment to recruiting or drill instructor duty. Because of the standards applied during these assignments, marks may be lower than marks reflected by an equal level of performance in other duty assignments. Additionally, the following should be carefully considered:

a. The recruiting of highly qualified men and women for the Marine Corps is one of the most difficult and demanding duties that any Marine can face today. Marines who undergo a rigorous screening process, successfully complete a difficult training program, and are presently serving in or have successfully completed a recruiting assignment, will be considered "highly qualified" for promotion, unless evidence to the contrary is presented. The board should be especially diligent in determining, to the best of its ability, whether performance of duty while on recruiting duty reflects a dedication to compliance with all guidance and procedures. If noncompetitive markings on fitness reports appear to be solely the result of a failure to meet a recruiting quota, even though all guidance and procedures were complied with, and the Marine's overall record shows characteristics that otherwise would suggest a high potential for effective performance at a higher grade, the board will use its judgment in weighing the significance of the lower marks.

b. Marines who passed a rigid screening process, underwent rigorous training requirements, and are successfully serving in or have successfully completed a demanding assignment as a drill instructor, will be considered "highly qualified" for promotion.

c. The records of some Marines will indicate that they have performed duty with the Marine Security Guard Battalion. The requirements for such assignments are stringent, and a successful tour of duty is indicative of superior leadership qualities. These Marines will be considered "highly qualified" for promotion.

d. The records of some Marines will indicate that they have performed duty with the Marine Corps Security Force. The

SUPPLEMENTAL GUIDANCE FOR THE CY 2002 GUNNERY SERGEANT SELECTION BOARD

requirements for such assignments are stringent, and a successful tour of duty is indicative of superior leadership qualities. These Marines will be considered "highly qualified" for promotion.

10. Marines with certain primary MOSs historically do not have an opportunity to serve in B-billetts due to extensive school training, career progression at a certain pay grade, perishable MOS skills, or insufficient overall strength of the MOS. Marines in these occupational specialties will not be denied the opportunity to serve in a B-billet if the MOS can afford the assignment; however, they will not routinely be assigned to such duties. Due to this limited opportunity to serve in a B-billet, Marines in the grades and MOSs listed below should be given equal consideration with their peers even though they may not have served in a B-billet:

<u>PMOS</u>	<u>PAY GRADE</u>	<u>PMOS</u>	<u>PAY GRADE</u>
0211	E-1 to E-5	0241	E-1 to E-5
0251	E-1 to E-5	0261	E-1 to E-6
0313	E-1 to E-3	0321	E-1 to E-5
0352	E-1 to E-3	0626	E-1 to E-3
1812	E-1 to E-3	1833	E-1 to E-3
2171	E-1 to E-4	2336	E-1 to E-5
2621	E-1 to E-6	2651	E-1 to E-5
2671	E-1 to E-7	2673	E-1 to E-5
2674	E-1 to E-4	2676	E-1 to E-4/6
2811	E-1 to E-4	2811	E-1 to E-4
2818	E-1 to E-4	2822	E-1 to E-4
2831	E-1 to E-4	2831	E-1 to E-4
2841	E-1 to E-4	2871	E-1 to E-5
2881	E-1 to E-4	2886	E-1 to E-4
2887	E-1 to E-4	4429	E-5 to E-7
4612	E-1 to E-4	5526	E-4 to E-7
5528	E-4 to E-7	5534	E-4 to E-7
5536	E-4 to E-7	5537	E-4 to E-7
5541	E-4 to E-7	5543	E-4 to E-7
5544	E-4 to E-7	5546	E-4 to E-7
5547	E-4 to E-7	5548	E-4 to E-7
5563	E-4 to E-7	5565	E-4 to E-7
5566	E-4 to E-7	5937	E-1 to E-4
5942	E-1 to E-4	5952	E-1 to E-4
5953	E-1 to E-4	5954	E-1 to E-4
5962	E-1 to E-4	5963	E-1 to E-4
6072	E-1 to E-4	6073	E-1 to E-4
6074	E-1 to E-7	6153	E-1 to E-4
6154	E-1 to E-4	6156	E-1 to E-4

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<u>PMOS</u>	<u>PAY GRADE</u>	<u>PMOS</u>	<u>PAY GRADE</u>
6172	E-1 to E-4	6173	E-1 to E-4
6174	E-1 to E-4	6312	E-1 to E-4
6313	E-1 to E-4	6314	E-1 to E-4
6316	E-1 to E-4	6317	E-1 to E-4
6322	E-1 to E-4	6323	E-1 to E-4
6324	E-1 to E-4	6326	E-1 to E-4
6332	E-1 to E-4	6333	E-1 to E-4
6337	E-1 to E-4	6386	E-1 to E-4
6412	E-1 to E-4	6423	E-1 to E-4
6432	E-1 to E-4	6433	E-1 to E-4
6461	E-1 to E-4	6462	E-1 to E-4
6463	E-1 to E-4	6464	E-1 to E-4
6466	E-1 to E-4	6467	E-1 to E-4
6468	E-1 to E-4	6482	E-1 to E-4
6483	E-1 to E-4	6484	E-1 to E-4
6492	E-1 to E-4	6493	E-1 to E-4
6494	E-1 to E-4	6673	E-1 to E-4
6821	E-1 to E-5	6842	E-5 to E-8
7257	E-1 to E-4	7372	E-3 to E-9
7382	E-3 to E-9	8421	E-5 to E-9
9812	E-1 to E-9		

11. Members of the selection board will familiarize themselves with Marine Corps policy on alcoholism and alcohol abuse as outlined in reference (d). The board will not deny selection opportunity to Marines diagnosed and successfully treated for alcoholism or alcohol abuse. However, the board will consider any misconduct or reduction in performance resulting from alcoholism or alcohol abuse when determining fitness for promotion.

12. Selection board members will familiarize themselves with Marine Corps policy concerning the distribution, possession, or use of illegal drugs. The detrimental effect of drug use in individual performance, leadership, and mission accomplishment is not damaging only to the Marine, but also to the Marine Corps as a whole. Disregard for disciplinary and organizational values will not be tolerated, and the board will consider such behavior when a Marine's potential is evaluated.

13. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, creed, color, gender, or national origin. The Marine Corps goal is a professional working environment in which a Marine's race, creed, color, gender, or national origin will not impact their

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professional opportunities. Accordingly, within this board's charter to select those SNCOs who are best and fully qualified, you must ensure that SNCOs are not disadvantaged because of their race, creed, color, gender, or national origin.

a. In your evaluation of the records of minority and women Marines, as with all Marines, you must clearly afford them fair and equitable consideration. You should be particularly vigilant in your evaluation of these records to take care that no Marine's selection opportunity is disadvantaged by past attitudes or by service utilization policies or practices. You should evaluate each Marine's potential to assume the responsibilities of the next higher grade, the overriding factor being performance of assigned duties.

b. This guidance should not be interpreted as requiring or permitting preferential treatment of any Marine or group of Marines on the basis of race, creed, color, gender, or national origin.

14. The official military personnel records provided to the selection board may include medical documents relevant to a Marine's physical qualifications. If the board desires clarification of any such document, the board president will reduce the board's questions to writing and forward them to the Director, Personnel Management Division. The Director will provide such clarification as may be appropriate.

15. The enlisted promotion system does not have a medical prerequisite for promotion. The policy of the Commandant of the Marine Corps is that all enlisted Marines who are otherwise qualified will not lose their eligibility for promotion consideration if hospitalized or if on temporary limited duty due to medical reasons. However, enlisted Marines who have been approved for Permanent Limited Duty (PLD), who have less than 20 qualifying years of service for retirement, and are retained in a PLD category to complete 20 years of qualifying service for retirement, are not eligible for selection consideration.

16. All communications intended to express the views of the Commandant of the Marine Corps or other senior authority to the members of the selection board shall be in writing, furnished to each member, and made a part of the board record. The board shall consider only those official records, other information, and guidelines provided by the Commandant of the Marine Corps. No voting board member may communicate with an eligible Marine,

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reporting senior, or other person to solicit information, favorable or unfavorable, about an eligible Marine.

17. All documented incidents of misconduct and substandard performance which are included in a Marine's official record must be briefed to all voting board members. Members must carefully consider each such incident in connection with their deliberations. When discussing a member's personal knowledge of the professional qualifications of an eligible Marine, the board is reminded that if personal remarks, based on a member's personal knowledge, could be considered adverse, the member cannot discuss his/her personal knowledge or evaluation unless such adverse information is contained in the Marine's official record or other official material placed before the board for consideration. Should an eligible Marine's record reveal the removal of a fitness report by the Performance Evaluation Review Board or the Board for Correction of Naval Records, the member may not discuss his/her personal knowledge of the fitness report or the circumstances which resulted in the removal of the report from the Marine's official record.

18. Faced with many highly-qualified Marines, there may be a tendency to simplify your task by summarily putting aside the folders of Marines whose past records are less than perfect. However, to do this is to fall short of your obligation. Your charge is to find the "best qualified" Marines. A judgment of the whole person and the whole record is required to determine whose future potential will serve the Marine Corps best. You may conclude that particular adverse information undermines a Marine's ability to serve successfully in a position of increased authority and responsibility, despite an otherwise outstanding record. On the other hand, you may find that a Marine's overall outstanding performance demonstrates such potential for future service that it outweighs any deficiency noted in the record. Some Marines will have learned from their mistakes in ways that make them stronger; others will have strengths that outweigh relatively small weaknesses in their records. Please make the best, not simply the most obviously defensible, choices. By doing this, you will not only fulfill your obligation, you will also better serve the Marine Corps.

19. In your consideration, please be sensitive to the fact that the needs of the Marine Corps have changed over the years and will continue to change. Be especially alert for Marines who have embraced change by conceiving and trying new solutions to our most

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challenging problems. The Marine Corps needs bold Marines who are willing to think creatively and take well-calculated risks. Give priority to promoting Marines who have shown initiative in finding and pursuing the most effective ways of accomplishing our mission. Also note, in this regard, that Marines with the greatest capacity for innovation may have served in billets different from the norm. In the context of a changing Marine Corps, the best qualified Marines may reflect a variety of backgrounds.