



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

IN REPLY REFER TO:

1400

MMPR-2

JUL 12 2011

From: Commandant of the Marine Corps
To: Colonel Thomas V. Johnson, USMC

Subj: PRECEPT CONVENING THE FY 2011 STAFF SERGEANT SELECTION BOARD

Encl: (1) Supplemental Guidance for the FY 2011 Staff Sergeant
Selection Board

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

Lieutenant Colonel John W. Spaid, USMC
Major Joey S. Martin, USMC
Major Stephanie D. King, USMC
Major Stephen J. Taylor, USMC
Captain Parima In, USMC
Captain Sean D. Wills, USMC
Chief Warrant Officer-5 Douglas J. Albertson, USMC
Chief Warrant Officer-4 Russell J. Gamel Jr., USMC
Sergeant Major Anthony P. Banks, USMC
Sergeant Major Timothy A. Crisp, USMC
Master Gunnery Sergeant Leonard F. McCullough, USMC
Master Gunnery Sergeant Frank L. Mercer, USMC
First Sergeant Richard L. Hunt, USMC
First Sergeant Donald B. Young, USMC
Master Sergeant Anthony Balchun, USMC
Master Sergeant Philip W. Gardner, USMC
Master Sergeant Scott A. Glaeser, USMC
Master Sergeant Antonio Hardy, USMC
Master Sergeant Tabitha M. Harry, USMC
Master Sergeant Sharon D. Holten, USMC

2. Captain John J. Radacsy IV, USMC, will serve as the senior recorder. First Sergeant Dearvis L. Troutman, USMC, and Master Sergeant Michael S. Green, 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 Suzanne M. Denault, USMC
Mrs. Lesley A. Ecker
Mrs. Min Mei
Mrs. Janet Ector

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Ms. Cynthia Guillory
Miss Gladys Johnson
Mrs. Dawn K. Murphy
MSgt Meghan L. Dampier, USMC
SSgt Christopher N. Idip, USMC
Cpl Adam C. Swain, USMC
Cpl Jin Wang, USMC
LCpl Gwendelen Popp, USMC
LCpl Elisa V. Ortiz, USMC
LCpl Alex L. Devillier, USMC
PFC Alicia A. Cornett, USMC
PFC Anthony E. Dilport, USMC
PFC John Drayton, USMC
PFC Jared L. Honeyman, USMC
PFC Milton A. Hernandez, USMC
PFC Zen O. Kuilan, USMC
PFC Jaclyn A. Mickelson, USMC
PFC Kevin A. Mulcare, USMC
PFC Tamara N. Norris, USMC
PFC Jamie D. Poulos, USMC
PFC Trenton D. Reel, USMC
PFC Roberto A. Salcedo, USMC
Pvt Joseph J. Davis, USMC
Pvt Dennis J. Gosselin Jr., USMC

4. The selection board is ordered to convene at Harry Lee Hall, Marine Corps Base, Quantico, Virginia, on 19 July 2011, or as soon thereafter as is practicable. The enclosure 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 sergeants 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 MARADMINS 305/11 and 342/11.

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.

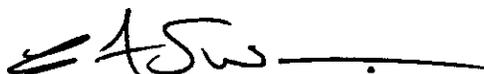
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In addition, the total number of below zone selectees will not exceed five percent of the total allocation for all MOSSs/OccFlds.

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.



C. F. SWAIN
By direction

SUPPLEMENTAL GUIDANCE FOR THE
FY 2011 STAFF SERGEANT SELECTION BOARD

Ref: (a) MCO P1400.32D w/CH 1 (MARCORPROMMAN, VOL 2, ENLPROM)
(b) MCO P1200.17B (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."

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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, Manpower 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

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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 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.

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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.

10. Marines with certain primary MOS's 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.

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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 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 SNCO's who are best and fully qualified, you must ensure that SNCO's 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.

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

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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 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.

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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 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.

2011 STAFF SERGEANT SELECTION BOARD

CONVENING DATE: 2011/07/19

AD.TOURNMENT DATE: 2011/09/22

AUTHORIZED TO SELECT: 2741

OVERALL STATISTICS

	ABOVE ZONE	TN ZONE	BELOW ZONE
ELIGIBLE	2317	3253	2751
SELECTED	599	2077	65
% SELECTED	25.9	63.8	2.4
% ALLOCATTON	21.9	75.8	2.4
PERCENT OF ELIGIBLE (AZ+IZ) MARINES SUBMITTING PHOTOS:			90.0
PERCENT OF ELIGIBLE (AZ+IZ) MARINES WITH PME:			95.5

RACE/ETHNIC INFORMATION

MALE: 7775

	ABOVE ZONE			TN ZONE			BELOW ZONE		
	ELTG	SEL.	%SEL.	ELTG	SEL.	%SEL.	ELTG	SEL.	%SEL.
WHITE	1236	322	26.1	1888	1216	64.4	1586	40	2.5
BLACK	340	79	23.2	333	182	54.7	289	5	1.7
HTSPANIC	435	115	26.4	517	338	65.4	445	12	2.7
ASTAN/PAC	76	19	25.0	93	53	57.0	72	1	1.4
AMER IND	38	9	23.7	50	30	60.0	36	0	0.0
OTHER	73	26	35.6	140	94	67.1	127	2	1.6
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TOTAL	2198	570	25.9	3021	1913	63.3	2556	61	2.4

FEMALE: 546

	ABOVE ZONE			TN ZONE			BELOW ZONE		
	ELTG	SEL.	%SEL.	ELTG	SEL.	%SEL.	ELTG	SEL.	%SEL.
WHITE	49	10	20.4	102	72	70.6	95	1	1.1
BLACK	31	4	12.9	39	23	59.0	34	0	0.0
HTSPANIC	27	10	37.0	66	50	75.8	40	2	5.0
ASTAN/PAC	5	3	60.0	11	10	90.9	9	0	0.0
AMER IND	3	1	33.3	2	1	50.0	3	0	0.0
OTHER	4	1	25.0	12	8	66.7	14	1	7.1
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TOTAL	119	29	24.4	232	164	70.7	195	4	2.1

TOTAL: 8321

	ABOVE ZONE			TN ZONE			BELOW ZONE		
	ELTG	SEL.	%SEL.	ELTG	SEL.	%SEL.	ELTG	SEL.	%SEL.
WHITE	1285	332	25.8	1990	1288	64.7	1681	41	2.4
BLACK	371	83	22.4	372	205	55.1	323	5	1.5
HTSPANIC	462	125	27.1	583	388	66.6	485	14	2.9
ASTAN/PAC	81	22	27.2	104	63	60.6	81	1	1.2
AMER IND	41	10	24.4	52	31	59.6	39	0	0.0
OTHER	77	27	35.1	152	102	67.1	141	3	2.1
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TOTAL	2317	599	25.9	3253	2077	63.8	2751	65	2.4