

Enlisted Career Newsflash

Quarterly Newsletter of the Enlisted Career Counseling & Evaluation Unit (MMSB-50) / HQMC

VOLUME 2, ISSUE 2 – 2ND QUARTER FY12 – APRIL 2012 (release)



(1st Anniversary Issue)

Enlisted Career Counselors Editorial

The Commandant of the Marine Corps, Gen James F. Amos, recently released his 2012 Report to Congress on The Posture of the United States Marine Corps. In this document, the Commandant states, *“New strategic guidance issued by the President and the Secretary of Defense provides the framework by which the Marine Corps will balance the demands of the future security environment with the realities of our current fiscal constraints. The guidance calls for a future force that will ‘remain capable across the spectrum of missions, fully prepared to deter and defeat aggression and to defend the homeland and our allies in a complex security environment.”* The Marine Corps is beginning the process of downsizing and restructuring of our forces, and Marines throughout the Corps have begun to start feeling the pressure of the restructuring initiatives in regards to retention and promotions. This FY-12 GySgt selection board, which convened on April 17, 2012, is foreshadowing of the upcoming crunch. Last year’s FY-11 GySgt selection board adjourned (closed) with 17 closed Military Occupational Specialties (MOS’s) and this year’s FY-12 GySgt selection board already has 38 closed MOS’s on the 30 day message (MARADMIN 143/12 dated: March 21, 2012). **(Cont)**

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MMSB-50

ENLISTED CAREER COUNSELING & EVALUATION UNIT (HQMC)

COUNSELING TEAM:

- ❖ **MGySgt Thompson, R.A.**
Head, Career Counselor
- ❖ **GySgt Bell, R.L.**
Career Counselor
- ❖ **GySgt Kumpula, B.J.**
Career Counselor
- ❖ **GySgt Black, J.A.**
Career Counselor
- ❖ **(VACANT)**
Career Counselor
- ❖ **LCpl Sedlacek, C.M.**
Admin Clerk

Find us on the web:

Go to: usmc.mil

Click on: **Career/Manpower**

* (Under Corps Highlights)

Click on: **Enlisted Career Counselors**

* (Under Top Requests)

(Literally a “One-Stop-Shop”)

Career Counselors Editorial

From the office of the Enlisted Career Counseling & Evaluation unit
(Continued from the previous page)



Manpower Plans and Policy Division, Manpower and Reserve Affairs (M&RA) department; on behalf of the Commandant of the Marine Corps, has already begun their Active duty Force Drawdown road show, throughout the months of April and May. This road show will provide a series of active duty force drawdown information briefs at designated geographic locations; refer to **MARADMIN 179/12**. These briefs are open to all Marines and maximum participation is encouraged. This is a great opportunity for Marines of all ranks to get the information from Manpower experts that will affect us all.

The Enlisted Career Counseling & Evaluation Unit will be having a pretty significant turnover this summer/early fall, with 2 outgoing Counselors and 3 incoming Counselors. GySgt Bell and GySgt Kumpula will both be PCS'ing to Camp Pendleton, California. Both Marines will be departing sometime late summer or early fall. GySgt Tellefsen (PMOS: 0369) from Fox Company Anti-Terrorism Battalion and GySgt Hammock (PMOS: 6227) from MALS-11, MAG-11, 3rd MAW will both be checking into the section sometime in June. The third Counselor is being confirmed at this time and will be checking into the section sometime mid to late summer. These Marines will be a great fit to the section as they have been hand selected to fill these billets based off of their stellar performance records and careers.



Semper Fidelis
Enlisted Career Counselors, HQMC

Selection board compiled debriefs:

The Enlisted Career Counseling & Evaluation unit conducts debriefs with every active duty enlisted selection board upon each board's adjournment (closing). These debriefs are conducted in conjunction with the Manpower Management Promotions Branch (MMPR-2) and various other Manpower Management Support Branch (MMSB) sections. This debrief allows the Career Counselors to be able to get as much accurate, timely and up to date information concerning various trends (positive/negative) and concerns of the board members, from board to board. Prior to the board convening (starting) the board is provided with a questionnaire that provides each board member roughly 45-50 questions concerning various aspects of the board. Throughout the board process, the board members are able to answer these questions and

turn them over to us at our debrief. Once the actual debrief is conducted, these questionnaires, and the information gathered during the discussion, are compiled into an overall selection board compilation debrief. These debriefs are posted to the Official Enlisted Career Counselors website and sent out via e-mail to Marines throughout the Corps. These debriefs are meant to be a tool in conjunction with the Enlisted Career Newsflash to more effectively pass career related information. The FY-12 SgtMaj through MSgt selection board compilation debrief has been recently completed and is on the Enlisted Career Counselors Official website under the SNCO Promotion Board Compiled Debriefs tab. It is highly recommended that all Marines review this document as well as the previous 2 Fiscal year's debriefs found on our Enlisted Career Counselors website.

Counseling and being counseled

Part 2 of a 3 part series on the counseling process:



In the last issue, we discussed some of what performance counseling is all about. This is the second article in that series and here, we hope to bring into perspective the spectrum of elements that span the width from counseling to mentoring. First, we must always remember that counseling is not only corrective or situational but, a means to develop effort and unleash potential. Counseling is for everyone, regardless of their capability and potential. Counseling is coaching, this is the bottom line. Too often, either ego or the lack of wanting to make recommendations for some reason or the other, seem to prevent those that are already performing superbly from being counseled in-depth. Counseling is applicable to all and needed by all, it is a leadership function that is vital to developing subordinates at every level. In this article, we will quickly go through all of the components of counseling.

The spectrum of counseling can be looked at in four stages. In this article we will examine each stage separately and also see how each should eventually lead to the other. The four stages are as follows:

1. Evaluation Based
2. Tasks or Expectation Based
3. Area Based
4. Potential Based

Evaluation Based

This is generally feedback given to more junior Marines as it focuses on what needs to be done to raise the evaluations that the Marine has been achieving. Evaluations become the anchor to which all feedback is given. Since each senior Marine seeks to first see performance, evaluations usually follow at the end of the period observed.

Tasks of Expectation Based

This form of coaching or counseling is tied more closely to the mission at hand and the role of the Marine being counseled in the unit's mission. There is a sharper focus on what is expected based on the solid tasks and expectations with perspective to the time on hand and the quality of

professional maturity of the Marine being counseled, what they have expected from others of that grade or professional development and what they believe the individual Marine may be able to accomplish. This is a more interactive process as it is based on both what the senior Marine may have observed in the past as well as the share of the mission for the individual Marine being counseled.

A plan towards channeling efforts is carefully laid out and the Marine being counseled is made to understand both, what his or her share of the mission is as well as the standards of performance expected. From the point of initial coaching (or counseling) subsequent sessions must provide clarity as to whether the expectations are being met, a change of direction is needed (for a changing mission) as well as the need to lower or raise the bar of expectations.

From small steps of performance expectations, the Marine being counseled is gradually led by a more in-depth understanding of the mission towards bigger slices of the mission-pie. What is important here is that along with the senior Marine outlining tasks and expectations, there is also constant teaching and education so the Marine being counseled clearly understands. Relying on the premise that with seniority in rank or billet, Marines will or should automatically know standards of performance and the bigger picture is a misunderstanding that is purely presumptuous and a step backward in leadership. Effective counseling does not presume or assume, it is alive and engaging. It is careful and always ongoing.

Area Based

Here, we go beyond the mission at hand and coaching is given on areas the individual Marine can develop further. In this process, areas of performance of the individual Marine are put against each other as comparative anchors. Areas of strength that have been displayed are highlighted and areas that need to rise to the same threshold are discussed. Initial focus is given to those areas of **(Cont)**

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performance, from the senior Marines perspective, which seems to be the strongest areas of the Marine such as leading subordinates or proficiency, to name a few. Areas that may not have yielded relatively strong results are then discussed along with what should be done to bring about some improvement in performance. This is the first step in this type of counseling.

The second step in area based counseling is to discuss the relative strengths and ways to make what already seems to be strong, even stronger. Here, both; the senior Marine as well as the Marine being counseled focus on the future completely and by active engagement; discuss improvement that will fill tomorrow's performance.

What is not escapable in this process is constant teaching. Sure, Marines learn and enhance their proficiency in the billet performance and leadership as they grow, or at least that is expected. What's important is that the senior Marine holds the standards expected and awareness of the steps ahead and the area between resident skills and expectations must be constantly bridged.

Potential Based

The previous three types of counseling or stages in counseling are based in part on performance, Performance that has already been demonstrated or performance that is expected. Potential based counseling is also mentoring. It goes to the root of that which unleashes performance, towards the potential that the Marine either is capable of or should strive towards. This process is for those that show the will to clearly breakout from the pack.

The Marine being counseled or coached here must want more from himself or herself. This is critical as 'Independent Will' is the only factor that can unleash

potential. Very often we find that the best are often given less counseling or coaching, they are given feedback based on how well they may have done and some kudos. This is not enough for them; they need to know how their potential can be maximized based on looking beyond opportunity that is presently on the radar of mission and the tangibles. It is a real challenge for every level of leadership to be a real coach with them. Most offer mere lip-service with compliments and an occasional bit of advice that is carefully wrapped in a lot of positive

feedback. To illustrate some examples; performance cars need the most maintenance and professional athletes need the best of coaching.

What causes a person to constantly strive towards higher thresholds? Of course, there are some that push the envelope with certain personal achievements in mind but, they cannot truly be ever considered the best of the best as they will dam performance if they do not see what is in it for themselves. They are selective performers and unless they raise their way of thinking, they will

always hamper their own selves. Unleashing potential is a win-win situation but can truly be understood by those with a higher way of thinking that extends beyond the horizon of instant gratification and a sense of self-serving. One has to want more from themselves, this is the bottom line.

Along with our Marines wanting more and putting out maximum effort, leaders have also got to be prepared to lead at all levels. There are some leaders that though they appreciate a higher output, are not capable of dealing with what to do next when the Marine is out of pocket, such as on TAD. It takes wise and effective leaders to lead the best of the best. It takes the ability to recognize that not all will break the thresholds of expectation and create **(Cont.)**



GySgt Black, Career Counselor, counsels a Marine in Afghanistan on the FY12 MMEA Monitor road show.

Counseling and being counseled

Part 2 of a 3 part series on the counseling process:
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their own standards after which they will only compete with their own selves.

Therefore, the first challenge for leaders is to recognize where their Marines are in the professional and personal growth spectrum and apply the specific process towards attaining more. The second challenge is to be professionally and personally prepared to answer the call of coaching the best. Like they say, be careful what you ask for, we all ask for the best of Marines in our units, are we prepared to lead the best?

In the next issue, I will wrap up this three part series by going into seeking out advice from the Enlisted Career Counselors and what we look at during a counseling to give the best assessment on promotion potential, competitiveness, career moves and past adversity, if any. There have been a lot of misperceptions on what the Enlisted Career Counseling section can provide as far as career enhancement, which is why I will spend this last section talking about the importance of seeking counseling early enough to make changes if need be.



Semper Fidelis,
GySgt Jeremy Black
Enlisted Career Counselor, HQMC

Education Summary – Master Brief Sheet (MBS) (Header Data):

This article topic was submitted by SSgt Graham, T.L. (24th Marine Regiment). SSgt Graham's article suggestion was to specify on a Master Brief Sheet (MBS), in the Education Summary, some examples that can be added in the Civilian education, Military education and PME sub-sections. The Administrative Information (Header Data) of the MBS originates from MCTFS/3270. In auditing this section of the MBS, contact your local Administrative section for corrections. Let's break these sections down further:

Civilian Education: This section reflects the High School Diploma completion (or GED) and any College degrees achieved (i.e. Associates degree, Bachelor's degree or Masters degree). College semester credit hours will not be shown under Civilian education.

Military Education: This section reflects military service schools completed throughout the Marines career such as Advanced MOS school completions, Martial Arts Instructor or Instructor Trainer course (MAI/T), SDA school completion, etc.

PME: This section reflects military formal schools completed throughout the Marines career such as certain Non-Resident PME (i.e. Leading Marines on Marine Net or the Senior Enlisted Joint PME), Resident PME (i.e. the SNCO Academy Sergeant's course, the 1stSgt's course and the E8 Seminar).

As of now, the Military education and PME sections of the MBS (shown in Marine On-Line (MOL)) can only show a total of 18 items between the two sections. Sometime later this year the change will be made in MOL to reflect a total of 18 items for Military education and another 18 items for PME, a maximum of 36 items between both sections. Questions concerning what course completions can or cannot specifically be shown on your MBS, refer to your local Admin section.

The “Bloom where you are planted” concept:

(How this concept affects individual Marines)



This article topic was submitted by 1stSgt Gallardo, J. (3/7, Kilo Company). A lot of Marines have misconceptions concerning the do's and don'ts of leaving their Primary Military Occupational Specialty (PMOS) to fill other billets on Special Duty Assignments (SDA's) or other B-billets. Some Marines think that leaving the Fleet Marine Forces (FMF) is a bad thing in progressing throughout their career. In other instances, Marines feel that they can get out of their PMOS whenever they want (i.e. multiple SDA's or multiple HQMC tours) and it won't be a negative factor in their overall competitiveness for promotion. It is important to understand that every Marine's situation (record) is different, as one situation may be beneficial for one Marine, but not for another. Establishing MOS credibility is the primary concern and should be the top focus for all Marines, regardless of the MOS. MOS credibility is defined differently from different Marines talked to. Having time and observation (reflected on the MBS) in the PMOS which is sufficient enough to be able to show someone reviewing the record, from the outside looking in, that you are performing in and have spent time in the MOS, is basically establishing MOS credibility. Marines also need to understand that the lack of MOS credibility and/or performance in the PMOS typically makes Marines less competitive than their peers, since we compete with our peers for promotion in the PMOS and not on an SDA or other B-billet's. Justifying that fact, performance carries over 80% of the weight of a Marine's entire record.

Regardless of what your MOS is, showing diversity and making yourself better well rounded is one of the best things that you could do to set yourself up competitively for promotions. That is, along with performing where ever you are assigned. “Bloom where you are planted”. 1stSgt Gallardo mentioned in his e-mail for this topic suggestion that, “some Marines fail to realize that it does not matter where the Marine Corps sends you, what matters is what you do while you are there”. That is a perfect way to put it. That statement is 100% correct and gets proven every single day, especially at the outcome of every single SNCO selection board.

Let's look at an example of being able to show diversity, make yourself more well rounded and ultimately more competitive for promotion, as well as doing the opposite and negatively hurting your competitive chances for promotion. An 0369 (or any MOS) Staff Sergeant (or any rank) is currently in his PMOS. The Marine is performing well (reflected on the MBS) and doing great things in the PMOS. The Marine is up for orders and is considering on going on an SDA. With the Marine's good performance in the PMOS, this would be a good move to be able to broaden his horizons and get out of his comfort zone for a few years. Staying in the PMOS and never getting out is admirable, but when a Marine is trying to make himself/herself more marketable (competitively) amongst his/her peers, the Marine needs to take the leap. On the flip side of this coin, if the Marine is not performing in the PMOS and has mostly Avg to B/Avg reports, timing may not be on his/her side. Depending on the individual situation, the Marine may need to spend more time in the PMOS to show stronger performance to carry him/her through the time they are out of the PMOS for 3 years. Remember: you are not competing with other Recruiters or Drill Instructors (to name a few SDA's), but you are competing with your peers for allocations in your PMOS. Also, SDA's are not automatic golden tickets for selection. Per the precept of the Promotion boards, currently being on or having successfully completed an SDA will make you 'highly qualified', but that doesn't necessarily translate over to 'highly competitive', which depends on the Marine's overall record.

Some MOS's are considered critical MOS's and Marines are not afforded the opportunity to get out of the MOS to go on SDA's or other B-billets. In this case, the rest of your peers are in the same boat so this would not be a factor. It is important to get your Senior Enlisted Advisors involved in your decision making process. The Enlisted Career Counselors specifically give this type of guidance on a daily basis, which helps Marines make the best informed decision.



We need your help:

This newsletter was started back up last April (2011) in order to better spread career related information to the active duty enlisted community, as well as the Officer's appointed over them.

Within the last several issues we have received some good feedback concerning this newsletter, which is needed to ensure that the section can continue to produce this newsletter in the future.

Unfortunately, due to marginal informational support from various other HQMC sections/branches, as well as lack of feedback concerning the continued relevancy of the information provided by individual Marines, this newsletter may be discontinued within the next several issues.

It is HIGHLY encouraged that Marines provide positive/negative feedback to the ecounselor@usmc.mil e-mail address or the POC Marine listed below, to keep this newsletter running.

Upcoming Events – (For possible unit planning):

- | | |
|---|----------------------------|
| * Quantico SNCOA | 5 June (Sergeant's course) |
| | 14 May (Career course) |
| * Food Service NCO course (Ft. Lee, VA) | 18 May |
| * Infantry Unit Leaders course (IULTC) (W) | 21-23 May 2012 |
| * Camp Pendleton SNCOA
(Sergeant's, Career & Advanced courses) | 4-7 June 2012 |
| * 29 Palms SNCOA Sergeant's course | 8 June 2012 |

NOTE: These upcoming events take place during the 3rd Quarter FY12. If you would like a Counselor to support your unit while we are in your area, e-mail our section at ecounselor@usmc.mil and we will make the necessary arrangements to ensure that the visit will be at no cost or MINIMAL cost to your command.



ENLISTED CAREER COUNSELING & EVALUATION UNIT (MMSB-50)

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