

UNITED STATES MARINE CORPS
Marine Corps University
Corporals Noncommissioned Officers program

CPL 0108
Jan 99

STUDENT HANDOUT

Conduct And Proficiency

LEARNING OBJECTIVES:

a. TERMINAL LEARNING OBJECTIVE: With the aid of the reference, identify key characteristics of the conduct and proficiency system per the reference. (CPL 5.3)

b. ENABLING LEARNING OBJECTIVES (CE): Given a scenario with the occasion, standards of conduct and proficiency, without the aid of but per the reference, identify the following:

- (1) The reference where information on the conduct and proficiency system can be found. (CPL 5.3a)
- (2) Areas that should be considered when recommending conduct marks. (CPL 5.3b)
- (3) Areas that should be considered when recommending proficiency marks. (CPL 5.3c)

OUTLINE

1. REFERENCE: The reference where information on the conduct and proficiency system can be found is MCO P1070.12, Individual Records Administration Manual (IRAM).

2. OCCASIONS: The following is a list of occasions that require conduct and proficiency marks for private through corporal for Regular Marines and Reserve Marines:

<u>Occasion</u>	<u>CODE</u>	
	<u>Regular</u>	<u>Reserve</u>
Transfer	TR	TR
Temporary Disability Retired List (TDRL)	DL	DL
Discharge	DC	DC
Promotion to Sergeant	PR	PR
Reduction	RD	RD
Declared Deserter (first day of UA period)	DD	----
Last Day Prior to Declaring Deserter	PD	----
To TAD	TD	----
TAD Complete	TC	----
Change of Primary Duty	CD	CD

Service School Completion	SC	SC
Semiannual	SA	----
Annual	----	AN
Completion of Annual Training	----	AT
Recommended	RE	RE

3. **OBJECTIVE RATINGS:** Many small unit leaders do not give sufficient thought when recommending conduct and proficiency marks. This can result in marks being inflated. The small unit leader may justify this for the sake of getting his own Marines promoted or because “everyone else is doing it and I don’t want to punish my Marines by being the only one to follow the IRAM.” The other result is that the marks are often based on the Marine’s performance during the last couple of weeks of the reporting period rather than the entire period. This results from the small unit leader not having any sort of personal record of his Marines’ continuing performance. Remember, the marks should be a summation of performance and conduct during the entire period, not just what sticks in your mind. To give the most honest appraisal of your Marines, you should keep some sort of evaluation card on each Marine. On this card, you can keep track of significant events, both good and bad, such as counseling sessions, lapses in judgment, commendable performance, temporary billet changes, etc. These entries do not have to be long narratives, but should be detailed enough to say what happened. Not only will this documentation let you give a more honest evaluation of the Marine’s performance and conduct, but it will also let you more effectively counsel the Marine on why you recommended the marks that you did and will thwart any argument on his part. This documentation gives you the further benefit of helping if the Marine goes in front of a promotion board. You can write a more detailed letter of recommendation instead of one that has just a bunch of touchy-feelly, gee-he’s-a-nice-guy stuff. Further, if the Marine goes up for office hours and makes false claims, such as never being counseled on poor performance, you can give exact details on all counseling sessions and the events that led up to the counseling. The evaluation card can be as simple or as elaborate as you want. At the minimum, it should include the date of the event and a brief narrative of what happened. Remember, you should include commendatory remarks as well as derogatory remarks. The most important thing is that you keep them constantly updated.

a. **Conduct Marks:** For an honorable Discharge at the end of service, a Marine must have conduct marks that average 4.0. Any conduct mark below 4.0 that is unsupported by documentation of a court-martial or non-judicial punishment, must be documented on Page 11, Administrative Remarks of the Service Record Book. The following standards will be used as a guide in assigning conduct marks; however, full discretion is left to deviate from these standards for good and sufficient reason.

(1) In assigning marks, you should consider the following areas:

(a) **Military Bearing:** Does the Marine create a favorable impression in carriage, appearance, and personal conduct, which is commensurate with their rank, age, and maturity?

(b) Attitude/Enthusiasm: Does the Marine display a positive attitude regardless of the situation or task assigned? Does the Marine project their attitude to other members within the unit; is it positive or negative?

(c) Reliability: Can you give the Marine a task and feel confident that the task will be accomplished without constant follow-up supervision or attention?

(d) Influence on Others: This area will identify the future leaders of our Corps and the future discharges. Does the Marine use his influence on others in a positive manner to bring the unit together and assist those Marines who are struggling to keep up; or does he use his influence in a negative manner to make himself look better or to bolster his own ego at the cost of the unit's readiness?

(e) Courtesy: Does he have a well-mannered behavior towards others. Does he use civility or politeness in his actions. This can also be defined as an act requiring special generosity.

(f) Adaptability: Can the Marine adjust to new, adverse, or changing situations? Does he accept failure when encountering a new situation or does he aggressively seek a solution to adapt and overcome it? Can the Marine "think on his feet?"

(g) Obedience: Does the Marine follow orders and directions from superiors as stated in their promotion warrant? Is their obedience positive and without hesitation, or do they display reluctance when given orders? Do they carry out assigned duties with the spirit and intent of the task?

(h) Moral Fitness: In an ever-changing society, does the Marine still maintain the high moral standards expected by the Marine Corps--the moral courage to do the right thing even when no one is looking? Does he adhere to Corps values of *Honor, Courage, and Commitment*, as outlined in the Commandant's Planning Guidance.

(i) Participation/Cooperation: Very simply put, is he a team player or does he sit on the sidelines? Can the Marine work in harmony and in concert with others — superiors, peers, and subordinates, military and civilian alike — to accomplish unit goals.

(j) Integrity: Integrity is the quality of absolute honesty, trustfulness, and uprightness of character and moral principles.

(k) Interest: Does he seek knowledge in all matters pertaining to his unit? Is he eager to meet the next challenge or does he sit around waiting to be told what to do? Is he interested in things outside of their comfort zone / area of expertise?

(l) Community Activity: Is the Marine involved in community activities that bring credit to himself and the Marine Corps, such as coaching Little League, working in the Young Marines program, building homes with the Heritage House organization, or working as a

Volunteer Fireman? As long as these activities do not detract from his work, they help to enhance the public's view of the Marine Corps.

(m) Physical Fitness: Not all Marines will be in the 300 PFT class. However, all Marines should strive to attain their full potential when it comes to physical fitness. Does the Marine spend extra time working on his personal deficiencies or does he simply depend on the organized P.T. sessions? Is he concerned with his physical wellness, (i.e., diet, nutrition, Semper Fit 2000, etc.)?

(2) The following standards will be used as a guide in assigning conduct marks; however, you can deviate from the IRAM guidelines for good and sufficient reason, but any mark below 4.0 should be supported by an entry on Page 11 of the Service Record Book, providing the reason.

Mark	Adjective	Standards of Conduct
0 to 1.9	Unsat	Habitual offender. Conviction by general, special, or more than one summary court-martial. Give a mark of "0" upon declaration of desertion. Ordered to confinement pursuant to sentence of court-martial. Two or more punitive reductions in grade.
2 to 2.9	Poor	No special court-martial. Not more than one summary court-martial. Not more than two nonjudicial punishments. Punitive reduction in grade.
3 to 3.9	Fair	No court-martial. Not more than one nonjudicial punishment. No unfavorable impression of the qualities listed in paragraph 3a(1). Failure to make satisfactory progress while on weight control or military appearance program. Conduct such as not to impair appreciably one's usefulness or the efficiency of the command, but conduct not sufficient to merit an honorable discharge.
4 to 4.4	Good	No offenses. No unfavorable impressions as to attitude, interests, cooperation, obedience, after-effects of intemperance, courtesy and consideration, and observance of regulations.
4.5 to 4.8	Excellent	No offenses. Positive favorable impressions of the qualities listed in paragraph 3a(1). Demonstrated reliability, good influence, sobriety, obedience, and industry.
4.9 to 5	Outstanding	No offenses. Exhibits to an outstanding degree the qualities listed in paragraph 3a(1). Observes spirit and letter of orders and regulations. Demonstrated positive effect on others by example and persuasion.

b. Duty Proficiency Marks: An average proficiency mark of 3.0 is required for an honorable discharge. In assigning proficiency marks, you should be guided by the standards laid down in the IRAM and by the Marine's performance as compared with his peers. The proficiency mark should indicate how well a Marine has performed his primary duty during the marking period. Due allowance should be made when a Marine is filling a billet inconsistent with the grade. The commander should consult with the officer or senior noncommissioned officer who supervises the Marine's performance of duty prior to assigning proficiency marks.

(1) In assigning marks, you should consider the following areas:

(a) Technical Skills: This area is normally based on the Marine's ability to apply the knowledge and skill received from his formal MOS school. Sometimes, however, if the Marine is assigned to a unit or billet that is not within the spectrum of his basic MOS then consideration in this area should be given based on the Marine's training and time assigned to his present billet.

(b) Specialized Knowledge: If the Marine possesses additional knowledge and/or skills, either from additional military schools or off-duty education, which enhances his ability to perform his assigned tasks, he should receive commendatory consideration in the area of proficiency. (i.e., second language, computer skills, etc.)

(c) Leadership: Leadership should always be considered, regardless of the relationship to the primary duty assignment. For example, leadership should be considered when evaluating an automatic rifleman's performance of duty even though he is not in a leadership billet, since he may have to take over as fireteam leader for short periods or be in charge of working parties.

(d) Marine Skills: These are the skills expected of all Marines, such as marksmanship, physical fitness, BST results, MCI's completed, and the Commandant of the Marine Corps' Reading Program. Like leadership, these should always be considered, regardless of the relationship to the primary duty assignment. For example, if a Marine is assigned to a maintenance shop, his physical fitness affects his ability to work long hours in preparation for a deployment.

(2) The following standards will be used as a guide in assigning proficiency marks; however, you can deviate from the IRAM guidelines for good and sufficient reason, but any mark below 3.0 should be supported by an entry on Page 11 of the Service Record Book, providing the reason.

Mark	Adjective	Standards of Proficiency
0 to 1.9	Unsat	Does unacceptable work in most duties, generally undependable; needs considerable assistance and close supervision on even the simplest assignment.
2 to 2.9	Poor	Does acceptable work in some of the duties but cannot be depended upon. Needs assistance and close supervision on all but the simplest assignments.
3 to 3.9	Fair	Handles routine matters acceptably but needs close supervision when performing duties not of a routine nature.
4 to 4.4	Good	Can be depended upon to discharge regular duties thoroughly and competently but usually needs assistance in dealing with problems not of a routine nature.
4.5 to 4.8	Excellent	Does excellent work in all regular duties, but needs assistance in dealing with extremely difficult or unusual assignments.
4.9 to 5	Outstanding	Does superior work in all duties. Even extremely difficult or unusual assignments can be given with full confidence that they will be handled in a thoroughly competent manner.

c. Recommending Conduct and Proficiency Marks:

(1) Find out what that Marine received last period. This should be used as a starting point, but don't be afraid to deviate from his past marks if you feel there is justification.

(2) Next, review the evaluation cards to help you with your recommendations. Remember, for these marks to be fair, they should be as objective as possible. The evaluation card goes a long way towards reminding you of the Marine's performance during the entire reporting period. Another example of a tool that you can use in conjunction with the eval card is found in Appendix A. This worksheet forces you to evaluate the Marine on each specific part of each evaluation mark. Another option is to rank your Marines against each other. After reviewing the evaluation cards on each Marine, rank them in order against each other, from best to worst. Assign marks accordingly. This is especially helpful when you have more than a few Marines to evaluate. These are only two of many possible tools you can use in your evaluation process.

(3) At this point you can inform the Marine of the conduct and proficiency marks you have recommended he receive for that period. Ensure that he understands that this is only your recommendation and is not necessarily the marks that the Commanding Officer will actually assign him. To help them avoid inflating pro and con marks, some Commanding Officers look at the average of the pro and con marks that they assign. For example, if the average conduct mark seems too high, they may make adjustments to some Marine's marks to bring the company's average more in line with reality.

(4) Pass your recommendations up to the next Marine in your chain, such as your squad leader. Give specific reasons on why you recommended the marks that you did so that your squad leader can add your perspective to his own educated recommendation. You may have seen things that he did not see. Ensure that you do this in a timely manner so that your squad leader has adequate time to compile his recommendations. By the time that the Commanding Officer actually assigns the marks, he should have input on each Marine from as many as 5 different Marines.

REFERENCES: MCO P1070.12 Individual Records Administration Manual (IRAM)
Marine Corps Values and Leadership User's Guide for Discussion Leaders

APPENDIX A

CONDUCT AND PROFICIENCY WORKSHEET

Name _____ SSN/MOS _____ / _____ Rank _____

Section _____ Occasion _____ Marking Period _____ to _____

CONDUCT	0	.02	.04	.06	.08	
TRAITS/QUALITIES	BA	AV	AA	EX	OS	TOTAL
Military Bearing						
Attitude/Enthusiasm						
Reliability						
Influence on others						
Courtesy						
Adaptability						
Obedience						
Moral Fitness						
Participation/Cooperation						
Integrity						
Interest						
Community Activity						
Physical Fitness						
Total Points						
Plus						+ 3.96
Conduct Mark						

Note: Round to the nearest tenth (i.e., 4.56 = 4.6)

PROFICIENCY	0	.05	.1	.15	.2	
TRAITS/QUALITIES	BA	AV	AA	EX	OS	TOTAL
Primary Duty						
Marksmanship	0-24	25-29	30-34	35-39	40-60	
Physical Fitness Test	0-134	135-174	175-224	225-284	285-300	
Tact						
Leadership (For Corporals Only)						
Followership (For Private - Lance)						
Initiative						
Judgment						
Dependability						
Loyalty						
Personal Appearance						
Total Points						
Plus						+ 3.0

Note: Round to the nearest tenth (i.e., 4.56 = 4.6)

Proficiency
Mark

FAVORABLE MATERIAL: (i.e., Letters of Appreciation, Meritorious Mast, Awards, Community Service, PME (books read), etc..)

UNFAVORABLE MATERIAL: (i.e., Courts Martial, NJP, Page 11 official counselings, conduct unbecoming of a Marine, etc..)

COMMENTS:

(NCOIC SIGNATURE)

(SIGNATURE OF MARINE)

(OIC SIGNATURE)

(CO SIGNATURE)