

MCDP 2 Approved

Recently the Corps published *Marine Corps Doctrinal Publication (MCDP) 2, Intelligence*. MCDP 2 provides all Marines with a conceptual framework for the understanding and practice of effective intelligence. In doing so, it provides a framework for the planning and execution of intelligence operations in peace, in crisis, or in war.

MCDP 2's view of intelligence is based upon a common understanding of the nature of war and the Corps' maneuver warfare philosophy. MCDP 2 builds upon this doctrinal foundation by describing the relationship of intelligence within the context of other warfighting activities. In particular, MCDP 2 emphasizes that:

- Intelligence is a fundamental component of command and control that is inseparable from operations.
- Intelligence provides not just information but knowledge of the enemy

and the environment that is used to support decisionmaking.

- Effective intelligence shapes operations by uncovering enemy vulnerabilities that may be exploited to provide a decisive advantage. Intelligence also aids in protecting friendly forces against the effects of enemy actions by identifying the enemy's capabilities and potential courses of action.

- Given the inherent uncertainty of war and the fact that intelligence deals directly with the hostile, independent will of the enemy, intelligence provides estimates and probabilities, not certainty.

- The commander's direct involvement is necessary to provide effective conduct of intelligence operations. MCDP 2 points out that intelligence is every Marine's responsibility. All Marines must see themselves as collectors, protectors, disseminators, and

users of intelligence.

MCDP 2 is the third in a series of nine higher order doctrinal publications presently under development; the series is on schedule to be completed by the end of this summer. MCDP 2 does not supersede any current doctrinal publications, however, it does provide the authoritative basis for the subsequent development of intelligence doctrine, education, training, equipment, procedures, and organization.

Marine units will soon receive sufficient copies of MCDP 2 via the Marine Corps Publications Distribution System for all officers, SNCOs, and unit libraries. In addition, the publication is available now for immediate electronic distribution from the Marine Corps Combat Development Command's Doctrine Division Internet Homepage at <http://ismo-www1.mcg.usmc.mil/docdiv> or <http://138.156.107.3/docdiv/>. □

Fitness Report System To Change

Recently the Commandant approved a new performance evaluation system for the Corps. The plan calls for the current fitness report to be discontinued 30 September 1998 following training on the new evaluation system. There will be a 3-month period afterwards where no fitness reports will be submitted (other than those directed by CMC) during which time HQMC will convert to the new system. The target date for the new report to go into effect is 1 January 1999.

Highlights of the new fitness report include:

- Adding a section on the breakdown of the Marine's billet description, to include specific responsibilities.
- Adding a section on billet accomplishments where the reporting senior addresses specific things the Marine being reported on has accomplished.
- Replacing the current 21 graded traits in Section B with 14 more narrowly defined characteristics. In addition, replacing the "Not Observed" through "Outstanding" boxes with seven boxes, A through H. The "A" box is for adverse, the "H" for not observed, and "B" through "G" cover the spectrum of performance for each trait, with G being the highest.
- Inserting a justification block for amplification of adverse or top performance ratings of either F or G in any of the 14 traits.
- Restricting space in the "Directed and Additional Comments" section that is intended to minimize the impact of the reporting senior's writing

skills and focus attention on performance characteristics.

- Eliminating the intraunit comparative markings of all Marines of the same rank marked "Outstanding." If sufficient observation exists, reviewing officers, not reporting seniors, must make a comparative assessment evaluation of all Marines of the Marine reported on's rank whose professional abilities are known to the reviewing officer and make comments concerning the Marine's potential.

- Developing a reporting senior profile that reflects all reports written by the reporting senior for each rank except for "Academic," "End of Service," and "Not Observed" reports. This reporting history, compiled by HQMC, aids in determining the relative value of a reporting senior's specific report on the Marine being reported on's Master Brief Sheet for use by selection boards and manpower officials.

- Adding a "Fulfillment of Evaluation Responsibilities" block that allows reporting seniors to measure the extent to which an officer, as a reporting senior or reviewing officer of his subordinates, conducted, or required others to conduct, accurate and timely evaluations.

- Reporting seniors are no longer required to show completed reports to the Marine being reported on unless they are adverse. Once processed, HQMC will mail a copy of the completed fitness report to the Marine being reported on.

The 14 new traits are listed under 5 main categories as follows:

- Mission Accomplishment
 - Performance
 - Proficiency
 - Individual Character
 - Courage
 - Effectiveness Under Stress
 - Initiative
 - Leadership
 - Leading Subordinates
 - Developing Subordinates
 - Ensuring Well-being of Subordinates
 - Communications skills
 - Setting the Example
 - Intellect and Wisdom
 - Professional Military Education
 - Decisionmaking Ability
 - Judgment
 - Fulfillment of Evaluation Responsibilities*
 - Evaluations
- *For reporting seniors only

The new fitness report will consist of 5 pages, much of it taken up with definitions of the 14 traits. The end result for reporting seniors is that there will be less information for them to fill in and fewer boxes to check. This report is intended to reflect a more concise and narrowly focused description of the Marine being reported on and, at the same time, reduce the inflation trend that has plagued the existing performance evaluation system for some time. □