



DEPARTMENT OF THE ARMY  
2D BRIGADE, 1<sup>ST</sup> ARMORED DIVISION  
UNIT 23704  
APO AE 09034-3704

AETV-THO-Z (100)

18 July 2001

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Letter 18, Performance Counseling

1. PURPOSE. To establish policies concerning Performance Counseling within the 2<sup>nd</sup> Brigade, 1<sup>st</sup> Armored Division.
2. APPLICABILITY. All soldiers assigned to 2<sup>nd</sup> Brigade, 1<sup>st</sup> Armored Division
3. POLICY.

a. Taking care of Soldiers requires that our leaders provide an environment where each Soldier has the ability to develop to his full potential. This cannot happen without an active performance counseling program to provide constructive feedback. Counseling is the most immediate and most effective way of providing feedback on a subordinate's duty performance. A complete and thorough counseling packet is also an indispensable tool for writing awards, NCOERs, OERs, supporting promotion requests, and justifying disciplinary actions.

b. DA Form 2166-7-1, dated August 1987, NCO Counseling Checklist/Record, is mandatory for counseling all NCOs, CPL through SFC, and is optional for counseling other senior NCOs. Senior NCOs will have DA Form 4856-R, counseling form, if DA Form 2166-7-1 is not used. I expect every soldier in the grade of E1 through E4 to be counseled monthly, and every soldier in the grade of E5 and above, including officers, to be counseled quarterly by their immediate superior. Soldiers will also be counseled after major deployments or significant training events. This may throw off the schedule of once a month at the end, but the intent is that no Soldier should go without formal counseling for more than 6 weeks. A record of all counseling will be maintained on DA Form 4856-R, General Counseling Form. Officers are required to maintain written counseling files on all the subordinates they rate (officer and NCO). These will be items of interest during the Brigade Command Inspection.

c. An important part of counseling officers begins with the completion of the OER Support Form, DA Form 67-9-1. This will be completed within 30 days of the start of each rating period and initialed by the rater as required by the regulation. It will be a working document and updated as required. OER Support Forms will be maintained on those officers a Senior Rater rates. Senior Raters will counsel at least quarterly. Officer counseling records will be maintained and inspected during Brigade Command Inspection.

d. Minimally, each counseling session for any Soldier will address the below listed subject areas:

(1) Performance: Discuss all training during the current counseling period. What went good, what went bad, and what specifically the soldier needs to improve in and what he needs to sustain. Discuss upcoming training and what the soldier must prepare for. Discuss what will happen if improvement is not too standard.

(2) Promotion: Tell the soldier when he is eligible/when he will go to the board. Discuss what he must do to be promoted. Also, look into the future and advise him on things he needs to get started on now to help him in the future (assignments, schools, education, correspondence courses, etc.) Some of this does not need to be repeated month after month; just ensure that the soldier fully understands the promotion system.

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(3) Schools: Discuss with the soldier his outlook for schools and where he stands on the OML.

(4) Reenlistment: Discuss his options; make sure he knows when he is eligible. Discuss the benefits that might fit his situation. Also, discuss whether you are going to recommend him to the commander for retention, and if not, what he must do.

(5) Goals: Determine and document the Soldiers short term goals (within the next 6 months) and long range goals (within next 12 months). This will help our Soldiers better prepare for their career, provide a sense of achievement, and build confidence once goals are met.

(6) Safety: Discuss both on and off duty -- boating, hunting, driving, water, and sex.

(7) SRP: Completely check the SRP packet to ensure it is current. Get changes completed immediately.

e. Honesty and candor are essential in a good counseling program. Encourage those with counseling responsibilities to "tell it like it is," but, to do so with tact and respect for the individual. In this manner, both the Army and the individual will benefit.

f. Commanders will place counseling on their training schedules as close to the end of the month as possible. An exception to this is during a major deployment; the counseling may be completed upon return.

g. If a Soldier is not available for counseling because of leave or TDY, a short statement will be placed in his counseling packet stating such; this is intended to show that no periods of counseling were missed, and to complete the record.

h. Initial counseling for new Soldiers will be conducted within 24 hours of arrival and followed up in two weeks.

i. Squad leaders, platoon sergeants, platoon leaders will review monthly all their counseling packets. Counselors are not expected to be English professors, but spelling, grammar, and neatness are important if the message is to be understood. Each time a Soldier is counseled, his SRP packet and his personal data sheet will be reviewed and updated. Company commanders and 1SGs will ensure subordinate leaders maintain these counseling records. Battalion commanders and CSMs will periodically inspect the counseling records on a no-notice basis and as part of the Battalion Command Inspection Program. Counseling will also be an inspectable item for Brigade Command Inspections.

j. My intent is that every Soldier be aware of how his performance is perceived by his first line supervisor. The goal is to change negative behavior patterns and to produce a better Soldier, noncommissioned, or commissioned officer.

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- k. Any adverse personnel action must be documented before any action is taken.
- 4. POC is the 2<sup>nd</sup> Brigade Commander at DSN 485-7290/7511.
- 5. This policy supersedes the previous policy, is effective immediately, and will be posted on all unit bulletin boards.
- 6. IRON BRIGADE!

JOHN D. JOHNSON  
COL, IN  
Commanding

DISTRIBUTION: A