REPLY TO

ATTENTION OF:

## X 27 November 2011

## MEMORANDUM FOR SEE DISTRIBUTION

## SUBJECT: Counseling Standard Operating Procedure

1. **References:** 
   1. AR 623-3 Noncommissioned Officer Evaluation dated 10 August 2007
   2. DA Pamphlet 623-3 Evaluation Reporting System, dated 13 August 2007
   3. FM 6-22 Leadership dated 12 October 2006
2. **PURPOSE:** Establishes the Standard Operating Procedure (SOP) for counseling of all Soldiers and Officers within Service Company 4-5 AMD Company.
3. **General:**
   1. All Soldiers in the grade of Specialist and below will be counseled on a monthly basis

in accordance with the specified format.

* 1. All Soldiers in the grade of Corporal or Above will be counseled quarterly unless

conduct or performance dictates counseling on a monthly or more frequent basis.

c. Should relief be considered of any individual in a leadership position the Company Commander and First Sergeant will be notified of the unit’s desire or intent to relieve. **No relief of an individual will be initiated at the unit level without the approval of the Company Commander and First Sergeant.**

1. Initial counselings need not follow the sample counseling format. However all later counselings will follow the specified format. Sample initial counselings have been included in this SOP as a guide.
2. All monthly counselings will be completed no later than the last working day of

the month and reviewed by the platoon sergeant.

5. **RESPONSIBILITIES:**

1. Company Commander

(1). Conduct random checks of the counseling program.

(2). Ensure that officers within the company adhere to the procedures specified in

this counseling SOP.

(3). Ensure the officers of the unit support the counseling program.

(4). Monitor and conduct periodic reviews of counselings within the unit.

1. First Sergeant

(1). Will ensure that all Soldiers in the grade of Specialist and below are

counseled on a monthly basis using the company format.

(2). Will ensure that a system is established to monitor and review quarterly

counselings of all NCOs within the unit

(3). Will review all counselings given to Specialist and below. During the review

process the 1SG will specifically check format, spelling, plans of action, leader responsibilities, assessment (for negative counseling) and ensure the counseling is clear and to the point. **Any counseling that does not meet the standard will be rewritten. If necessary, specific training will be given to the individual responsible for conducting the counseling.**

(4). Will maintain counseling packets on all enlisted Soldiers assigned to the unit.

Copies of all counselings will be maintained in hard copy and under lock and key. Access will be limited only to those personnel deemed to require access to the counseling packets (normally 1SG, CDR, and Chain of Command of the specific Soldier).

(5). Once a copy of the counseling is signed it is highly encouraged that all

counseling for each Soldier be converted to digital format and stored on CD as a back up.

1. Platoon Sergeants will:

(1). Ensure that each Soldier receives a complete and accurate counseling.

(2). Ensure that the 1SG is provided a copy of all counselings on enlisted

Soldiers.

(3). Have access to all counseling packets within the Platoon

(4). Ensure a copy of the counseling is provided to the Soldier receiving the counseling statement.

(4). Ensure that the counseling follows the format outlined in the company

sample counseling.

(5). Ensure that NCOER quarterly counselings follow the company monthly format and utilize the DA Form 2166-8-1.

(6). Provide projected counseling dates for all NCOs.

1. 1st Line Leader (Counselor)

(1) Ensure that each Soldier receives a complete and accurate counseling.

(2) Maintain a hard copy of the counseling in a controlled environment (under lock and key).

1. Provide a copy of the counseling to the Soldier receiving the counseling statement.
2. Ensure that the counseling follows the Company counseling format outlined below.
3. Ensure that all NCOER quarterly counseling’s are in accordance with AR 623-3 / DA Pam 623-3 on DA Form 2166-8-1.
4. Submit a copy of each monthly counseling to their Platoon Sergeant.

5, **PROCEDURES:**

* 1. The following paragraphs provide a brief description or expectation of how the

counseling process and format will be applied.

(1). **Areas you should Sustain**: In this area the counselor should provide all positive feedback concerning the Soldier’s performance for the past month or quarter. Examples may include: appearance, APFT performance, instruction of APFT, duty performance, maintenance of equipment, assisting in the integration of Soldiers, weapons qualification, instruction of training, volunteer work, education, additional duties, performance during inspections, participation in exercises and safety. These are only a few of the areas they may be used to assist the leader in developing positive comments.

(2). **Areas that require Improvement**: In this area the counselor should address any area in which the Soldier has failed to achieve the standard or areas in which the Soldier may require further assistance, development, or growth. In addition you may address actions or substandard conduct/performance during the past month in which the Soldier received a verbal counseling that did not in and of itself warrant a specific counseling. By addressing the issue in the monthly counseling session the Soldier is made aware that you are observing his/her conduct and performance. In addition as a leader you are documenting areas that the Soldier needs to focus on. **The counselor must also provide the Soldier ways or methods in which to improve the substandard area(s) or areas that require development.**

(3). **Promotion Recommendation/Potential**: This area requires a monthly or quarterly (if an NCO) update of promotion status. The Soldier will be informed of the requirements with and without waiver of Time in Service and Time in Grade promotion requirements. The Soldier will also be advised of their current time in grade and time in service. Additionally the counselor will explain to the Soldier if they will recommend the Soldier for promotion to the next grade with or without waiver. If the Soldier is not recommended a description of why the Soldier will not be recommended will be entered. The counselor will also provide the Soldier a means to improve so that a recommendation to promotion may be obtained. **Any Soldier in the primary zone for promotion that has not been recommended to appear before the Sergeant or Staff Sergeant board will be counseled on a separate counseling form. Follow up counselings will be conducted on a monthly basis. Primary zone promotion counselings will state why the Soldier is not being recommended and what the Soldier must do to improve in order to gain a recommendation to appear before the promotion board.**

(4). **Education**: This area will provide the Soldier with ideas for improving and updating their progress toward military or civilian education. Soldiers will be encouraged to enroll in a military correspondence courses, college courses, online courses. In addition

Soldiers should also be provided any information on certifications that may be offered in their career field.

(5). **Upcoming Events**: This area will provide the Soldier with a listing of upcoming events. The counselor should go over what is expected of the Soldier for each of the events listed and ensure the Soldier understands their responsibilities with regard to the event. The leader should utilize the training calendar when constructing this portion of the counseling. The counselor should also provide details of specific events that may affect the squad, section, or platoon. Examples may include: upcoming inspections (how to prepare for them, when the pre inspection will be conducted), long weekends, specific training (CTT, STT, FTXs), etc.

(6). **Safety Reminder**: This portion of the counseling will emphasize safety and specifics areas of concern within the chain of command at the time of counseling

(7). **Plan of Action**: All plans of action will be specific and detail how the Soldier can overcome shortcomings or encourage the Soldier to continue to maintain/improve their current level of performance. Discuss additional/corrective training where appropriate.

(8). **Leader Responsibilities**: Will outline the methods or steps the leader will take to be proactive in assisting the Soldier to obtain the standard. If the Soldier is meeting the

standard it will outline how the leader will continue to assist the Soldier to learn, grow and prepare to assume greater responsibility.

(9). **Assessment**: Any negative counseling will have a follow up conducted in the assessment block. This block will be filled out upon completion of corrective training or prior to the next counseling session (monthly, quarterly, or subsequent substandard counseling). It will address if the Soldiers conduct/performance has shown improvement or has continued to degrade and what actions the counselor is taking with regard to the Soldier’s conduct/ performance.

(10). **Overall Performance**: This section contains comments concerning the Soldiers overall performance and what you would like to see from the Soldier during the next month or quarter (consider it the goals or milestones you want the Soldier to achieve).

(11).  **Achievement Folder**: Each Soldier in the grade of Corporal and above will be highly encouraged to maintain an achievement file. This folder should contain any and all positive details that a Soldier can provide the rater during a counseling session. It may include items such as: impact awards, certificates of achievement, APFT scores, Section APFT scores, weapon qualification, CTT scores, emails showing praise of performance, or any other

information that may provide the Soldier input into his/her evaluation report. By encouraging this file the rater obtains input from the Soldier and can prepare a fair, balanced, and accurate report.

(12). **Additional Information**: may be added to the counseling. However the items covered in paragraph 6a(1-10) will be covered using the standardized format.

1. Initial Counselings: The format for initial counselings is not specified however it will

not be vague or generic in nature. All future counselings will be in accordance with the company format.

1. NCO Counseling Packets will contain at a minimum: A working copy of the

NCOER, Rating scheme, DA Form 2166-8-1 (counseling checklist), DA Form 4856E (General Counseling Form). The 2166-8-1 will state see DA Form 4856E dated XXXX. See sample contained in this SOP

1. All Soldiers will receive a Reception and Integration Counseling upon entry into the

company. This counseling will be conducted within 7 Days of arrival.

1. All Soldiers will receive their initial counseling with 30 days of assignment to the

unit.

CPT, XX

Commanding