



DEPARTMENT OF THE ARMY
HEADQUARTERS, 3rd Battalion 381st Regiment (TS)
310 Armed Forces Drive
GRAND PRAIRIE, TEXAS 75051

REPLY TO
ATTENTION OF

AFKR-TTC-BD-DBN

27 April 2004

MEMORANDUM FOR ALL PERSONNEL

SUBJECT: Battalion Policy Letter #8: Counseling

1. Purpose: To establish a comprehensive counseling program within the Brigade.
2. General: I expect every officer and noncommissioned officer regularly assigned to the 2^d Brigade 75th Division to be counseled. This counseling will be conducted by the rater and reviewed by the senior rater.
3. Responsibilities: The rater will perform an initial counseling session as part of the reception and integration process as outlined in FM 22-100. I expect responsibilities to be clearly defined and recorded. When counseling noncommissioned officers, raters and senior raters will use the General Counseling Form, DA Form 4856 and the NCO Counseling Checklist, DA Form 2166-7-1 in accordance with AR 623-205. Officer raters will use DA Form 67-9-1 as the basis for discussing duties and responsibilities, goals and objectives as outlined in AR 623-105. Battalion Commanders will ensure initial counseling is done, and quarterly counseling thereafter. The Brigade XO and CSM will ensure the same for the Brigade Staff. The Brigade Commander will conduct counseling with everyone he rates.
4. The senior raters will review quarterly counseling at least semi-annually. The rater will bring his record of counseling or general counseling forms to the senior rater for the review. My intent is for the senior rater to become familiar with the objectives and goals the rater has placed on the officer and noncommissioned officers under their control, and to ensure periodic counseling is being done.
5. The Battalion SGM/NCOIC will conduct professional counseling semi-annually for NCOs. Potential future assignments should be the basis for this counseling. Additionally, include needed NCOES and additional skill identifier courses. The senior NCO will complete a review of any eligible NCO record before the record is submitted to a promotion board.
6. Battalion Commanders will counsel all soldiers when applying for an extension to their current term of assignment and clearly define the reason for and length of the extension.

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7. General/Disciplinary Counseling. If counseling is required due to poor performance or unprofessional conduct, I expect it be done in a professional manner - properly documented, and done in a way that ensures the dignity of all involved. The counseling should be accomplished at the lowest appropriate level in the chain-of-command and cover the specific problem in detail. If corrective action is not demonstrated, letters of concern should be completed. These documents may be forwarded for review and action to the Battalion Commander and may be used as the basis for a relief for cause rating or some other administrative or non-judicial action. General counseling may include off-duty employment, tardiness or any other subject the chain-of-command feels appropriate to address.
8. Ready and Alert!

FERNANDO GUTIERREZ
LTC, QM
Commanding