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of the Army"*



JUNIOR ENLISTED COUNSELING CARD

This briefing is: [unlimited distribution](#)



- We all want units and Soldiers to excel
 - Everyone needs feedback – not just to bring attention to things to fix or improve but also to encourage the good things
 - Performance counseling is a means to guide Soldiers and to build high performing teams through such feedback discussions
 - Junior enlisted Soldiers of today are tomorrow's future leaders – invest your time in developing them for those roles
- Direct leaders need to guide junior enlisted Soldiers and provide feedback
 - Counseling conducted to guide development can be as simple as having a conversation
 - Any important message needs to be thought about in advance of delivering it
- A counseling card is simply an aid to ...
 - Help leaders focus on core responsibilities expected of all junior enlisted Soldiers, regardless of their MOS
 - Offer questions to think about and review Soldier performance and guide the conversation



Junior Enlisted Soldiers Core Responsibilities *for discussion during* Performance Counseling

Effort & Discipline	Physical Fitness & Bearing
Technical Competence	Tactical Competence
Communication	Teamwork
	Leadership

The following list of questions and junior enlisted Soldier duties are intended to assist Sergeants in organizing their thoughts and preparing to conduct counseling. A focus on core areas will help develop Soldiers.

Questions to consider when thinking about a Soldier's performance:

- | | |
|------------------------|---|
| CRITICAL DUTIES | <ul style="list-style-type: none"> ➤ What is most critical to the Soldier's current duties? ➤ What is most critical to future duties? |
| STRENGTHS | <ul style="list-style-type: none"> ➤ What are strengths of the Soldier? ➤ What examples... |
| DEVELOPMENTAL NEEDS | <ul style="list-style-type: none"> ➤ Does the Soldier have any developmental needs in their current duty area? ➤ What examples... |
| FEEDBACK | <ul style="list-style-type: none"> ➤ Which examples of feedback have helped the Soldier better and why? |
| DEVELOPMENTAL PLANNING | <ul style="list-style-type: none"> ➤ Which goals does the Soldier want to focus on to develop themselves? ➤ What else do you want to discuss? |

Important questions to think about ahead of time and to use to guide a discussion

Core Responsibilities of Junior Enlisted Soldiers

Effort & Discipline (ADRP 1; ADRP 6-22; FM 6-22; LeaderMap)

- Displays character - behaves consistently with Army Values, Warrior Ethos & Army Ethic
- Demonstrates hardworking effort in training and duties
- Follows instructions, rules, and regulations

Physical Fitness and Bearing (FM 7-22)

- Possesses physical readiness
- Maintains hygiene and health to avoid illness and injury
- Displays military bearing in appearance and actions

Technical Competence (applicable STPs/TCs)

- Demonstrates skills and abilities required to perform MOS duties

Tactical Competence (FM 7-0 / STP 21-1-SMCT)

- Performs Warrior Tasks to standard
- Contributes to the success of Battle Drills

Communication (ADRP 6-22; FM 6-22; LeaderMap)

- Conveys information clearly and with confidence
- Speaks up when appropriate to do so

Teamwork (ADRP 1; ADRP 6-22; FM 6-22; ATP 6-22.6, LeaderMap)

- Shows respect for others
- Supports, assists, and cooperates with other Soldiers
- Contributes to a positive unit environment

Leadership (ADRP 6-0; ADRP 6-22; FM 6-22; LeaderMap)

- Enacts leader's intent
- Sets a positive example for others to follow
- Assumes responsibility when he/she is the senior Soldier present or based on technical/tactical expertise

* LeaderMap is an instructional app about leader development for mobile devices.

List of common areas & where to go for more info



What the card is NOT.

- IS NOT REQUIRED
- IS NOT MORE MANDATORY TRAINING
- IS NOT A GUIDE FOR TAKING DISCIPLINARY ACTION
- IS NOT A CHECKLIST FOR EVERYTHING THAT COULD BE COVERED

What the card does.

- Helps overcome obstacles to having performance discussions
 - We don't know how. Many of us never had a SGT who role modeled positive developmental performance counseling
 - We don't know what to cover for developmental/growth counseling
 - We can't find time to prepare
- Can be used to supplement what your unit requires for counseling
- Identifies a good mix of responsibilities to develop technically and tactically competent Soldiers and to start to prepare them for leadership
- Helps to think about counseling before doing it and makes it easier to conduct and easier to document (if required)



1. Scan the core responsibilities and the set of questions
2. Have a Soldier in mind & think about the questions for that Soldier
3. What duties does the Soldier perform well
 - Always find something positive to mention
4. Select areas where you would like to see improvement
 - The Soldier may already be strong in a given responsibility and it would be helpful to get even better
 - Select only one or two to focus on for improvement
5. Meet with the Soldier and have a two-way discussion
 - Engage the Soldier and have him or her take ownership over what he or she does well and what could be improved
 - Avoid intimidating the Soldier during growth counseling
 - Make clear shifts to event counseling, if needed, to address discipline or others problems
 - Go to ATP 6-22.1, Counseling Process, for more guidance, if needed
6. At the end have the Soldier back-brief you on what he or she heard you say and what he or she should do going forward
7. In the next discussion follow-up on progress

This is just a starting point to provoke thought and to use as a guide until counseling becomes second nature. Add to it and adapt it to your needs.