



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 #17: Counseling on Promotions

1. Purpose: To establish a comprehensive counseling program within the Battalion.
2. General: I expect every officer and non-commissioned officer to be counseled on submission of promotion packets when they meet the requirements. Personnel also need to be counseled when they do not get selected for promotion.
3. Responsibilities: The OIC and NCOIC will counsel the individual, when an officer or non-commissioned officer meets the requirements for promotion, on the benefits of submitting their promotion packet for promotion. When counseling the individual, DA Form 4856, Developmental Counseling Form will be used.
4. The individual's OIC and NCOIC will also counsel the individual when they are not selected for promotion. The OIC and NCOIC will tell the individual why they did not get promoted and what to do to fix the problem, and resubmit the packet for the next promotion board. DA Form 4856, Developmental Counseling Form will be used when counseling the individual.
5. Copies of the counseling will be given to the individual, one to the team NCOIC, one to the Battalion CSM, and one to the HHD Commander.
6. Ready and Alert!

FERNANDO GUTIERREZ
LTC, QM
Commanding