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OFFICE-SYMBOL 5 May 2021

MEMORANDUM FOR Sustainment Officer (AGR):

SUBJECT: UNIT BN Sustainment Officer (AGR) Initial Counseling Supplement

1. **Purpose.** The purpose of this memorandum is to provide detailed initial counseling with respect to my expectations of your performance and behavior while assigned the UNIT IN Battalion Sustainment Officer (AGR).

2. **Rating scheme**. Your rating scheme is currently under review with your assignment as the INSERT ROLE. As your Fulltime Supervisor, I will be included in your OER rating chain.

3. **Battalion Situation.** The UNIT is currently in their Prepare Year 4 (C3/T3) of the Sustained Readiness Model (SRM). Per AR 220-1 (Chpt 4-8, Para e), the 2-134th is currently reporting C5 due to activation, and will continue to report C5 until a level of 3 in all measured areas can be attained, with a maximum of 3 years to attain this metric (30 September 2022).

4. **Annual Training**. The Battalion will be conducting/supporting four collective training events during Annual Training in FY21; NTC Rotation, GTS Non-DMD Personnel AT, Mortar NET/NEF, and D Co. Gunnery at FRKS.

5. **Priority.** Your priority as the Sustainment Officer (FTUS) is to set the conditions to ensure the Battalion achieves or surpasses all Personnel (P), Equipment (S), and Readiness (R) Sustained Readiness Benchmarks associated with our SRM year. The decisive operation, normally AT, should serve as your reference point for achieving the SRM benchmark. Personnel Readiness is our number 1 priority, and almost everything the Battalion does this year will have a critical impact on achieving readiness benchmarks. I expect you to be a subject matter expert on the SRM process and its associated readiness benchmarks.

6. **Duty Description.**

* **Leadership** – Serve as Rater or Senior Rater for the S1 NCO (AGR) and S4 NCO (AGR). Develop a formal counseling program with every Soldier you rate/senior rate. Additionally, I consider you the Deputy-AO, and will serve in the AO capacity in my absence. I will cross-train with you to ensure you are comfortable with all AO tasks.
* **Commanders Unit Status Report (CUSR)** – Responsible for overseeing the unit input of Personnel (P), Equipment (S), and Readiness (R) data in the CUSR. Conduct pre-reviews of feeder reports to facilitate battalion level reviews. The CUSR serves as our benchmark for success. Continue to grow your knowledge to all PRST aspects of the CUSR.
* **Organizational Inspection Program (OIP)** – Serve as the Battalion OIP Coordinator, responsible for management and preparation of the 2-134th BN OIP program (Reference State Regulation 1-201). Facilitate any requested pre-inspections, and set the conditions for subordinate success. Oversee the scheduling and conduct of Annual OIP inspections on our subordinate units.
* **Personnel Management** – Oversee the Battalion S1 Section in their completion of all aspects of personnel tasks, to include;
  + Strength Management
  + Evaluations
  + Promotions
  + Retention
  + Medical Readiness
  + Pay
  + Personnel Services
  + OCMB/OAB
  + Branch Management
  + Legal Processing
  + Protocol/Ceremonies
  + MWR
* **Logistics Management** – Oversee the Battalion S4 Section in their completion of all aspects of logistic tasks, to include;
  + Supply Transactions
  + Equipment Shortfalls
  + Non-MTOE Acquisitions
  + Facility Maintenance
  + FLIPLs
  + Pending/Discharged Soldier OCIE Collection
  + Vehicle Readiness
  + AFMIS submission
* **Digital Systems** – Master your systems, including, but not limited to: IPPS-A, RCAS, SIBX, EES, Med-Pros, e-MILPO, DRRS-A, NETUSR, DPRO, DEERS, DTS, CPOF, JBCP.
* **Administrative and Logistics Operations Center (ALOC)** - Primary FTUS officer responsible for planning, establishing and managing the BN ALOC. Work with the S4 to create and maintain an ALOC SOP, and oversee its execution.
* **Orders** - Develops Sustainment components of Battalion OPORDs, FRAGOs, CONOPs and WARNOs. Participate in BN MDMP Events. Oversee the completion of personnel portion of sustainment plans (Annex F) during Battalion orders production, and maintain personnel running estimate.
* **Battle Rhythm** – Manage the sustainment battle rhythm. Coordinate the S1/S4 inputs to the Battalion Update Brief, Staff Sync, and CUB. Participate in assists the AO in the preparation and management of the BUB/CUB, and executes the AO’s role in the battle rhythm when designated.
* **Staff Assisted Visits (SAV)** - Responsible for providing staff assistance visits to subordinate units in the area of personnel and logistics. These should be based around the evaluated fields of the Brigade OIP.
* **NETNEF** – Synchronize Training and Fielding activities associated with new equipment fieldings. Work with BDE S4/PBO for all sustainment requirements supporting battalion NETNEF events.
* **Deployment Readiness Exercises** – Battalion lead on deployment readiness, to include management of CDDP program, and the development and evaluation of Deployment Readiness Exercises.
* Performs additional tasks and duties assigned by AO.

7. **Standards.**

* **Leadership** – Develop a formal counseling program for every Soldier you supervise.
* **Suspense Management.** You are expected to meet all assigned suspense’s. Assist the Battalion S3 Training NCO in tracking sustainment suspense’s on the Brigade & Battalion Suspense Tracker. In the event of a known missed suspense, communication should be made to the AO and Bde POC of reason why and plan to complete the requirement.
* **CCIR Reporting**. In the absence of the BN AO, you will serve as the BN POC for GIR/SIR reporting. Ensure that you maintain a copy of the BN CCIRs, TAG CCIRs, the Generic Incident Report (GIR) Template, Serious Incident Report (SIR) Template, and leadership contact numbers (BN and CO) both at work and at home. When an incident occurs, your first action is to coordinate with the reporting individual to gather the WHO, WHAT, WHEN, WHERE, WHY. Once reviewed, notify the BDE AO with the 5W’s while the reporting commander concurrently notifies the BN/BDE CDR. Once CDR notification is complete, send up the corresponding report to the BDE AO, cc’ing CO/BN leadership with a need to know. We should effort to allow commanders to report GIR/SIR to commanders, but not at the expense of time.

Point of reference for report CCIR up is 1 hour, submit the initial GIR/SIR with all required fields via NIPR. Conduct follow-up GIR/CCIR updates as required unit the event is closed out. In the absence of you or me, the OPS SGM will action GIR/CCIR.

* **Individual Training Requirements.** Ensure you are qualified for your MTOE position and associated ASIs.
* **Leave Management.** 60 days is the expected maximum number of leave days Soldiers are allowed to carry over from FY21 to FY22. You are responsible to ensure that all assigned FTUS personnel have no more than 60 days on 30 September 2021. Develop a tentative plan for the upcoming year that meets this requirement and input the plan into Leave Tracker. You can adjust leave as necessary throughout the year - just ensure the plan always demonstrates that your personnel will have less than 60 days at the end of the year. Ensure leave plans do not interfere with IDT or AT preparation or recovery and large amounts of leave is not taken at the end of the year to meet the requirement. AO will monitor leave and will direct leave as necessary.
* **Work Hours.** We must always plan to have someone available in the office Monday-Friday from 0730-1600. However, be prepared to occasionally work longer hours in order to accomplish tasks. This generally occurs prior to and following IDT weekends. As a rule of thumb, we should always have a FTUS officer present, meaning you and I deconflict the times we are out of the office.
* **Physical Fitness Training/Height Weight.** You are authorized to conduct physical fitness training three times per week for one hour during the hours listed above. Additional physical training is encouraged but is to be conducted outside of these hours. My minimum expectation of you is you conduct enough physical fitness on your own so that you can meet Army standards. I expect you to strive to score above the minimum requirements of the ACFT and maintain a healthy height/weight/body fat ratio. You are responsible for ensuring that your FTUS personnel are doing the same.
* **Uniform.** Primary uniform is OCP. ASU should be ready and available at all times for special occasions or duty (CAO/CNO, funerals, etc). If you are using government facilities, wear tactful workout attire that does not draw unnecessary attention to yourself. I understand and support the downgrade of uniforms on occasions, as long as there is an associated “why”.
* **Communication.** Tactfully sharing information is critical to our day-to-day success. If you have a question – ask it; if you have a concern – address it; if you have a problem – seek assistance; when you receive information (good or bad) – ask yourself “who else needs to know this?” Bottom line is that if we cannot communicate, we cannot do anything else.
* **Relationships.** I consider relationships to be pacing items. When they are broken or strained, fixing them should be our top priority. I believe the following advice will serve you well if you follow it:

1. Always remember that we are all on the same team, working toward the same goal.
2. Always point the finger at yourself before you point it at someone else.
3. Always assume others had noble intentions before you engage them.

* **Personal Development.** Have a vision for your future. I want to know the path you see for yourself 1, 5, and 10 years from now. When we meet for future follow-up counseling’s, I want to review a draft OCMB questionnaire and career timeline reflecting your vision.
* **Counseling/OER.** As your fulltime supervisor, I will provide comments and/or rate your performance and potential on DA Form 67-10-2. I will provide you an initial counseling and follow-on Quarterly Counseling. I expect you to do the same for your subordinates. Your OER support form should be nested with your raters.

8. **Point of contact.** Point of contact for this memorandum is MAJ EXAMPLE 123-456-7890, or [john.e.doe.mil@mail.mil](mailto:john.e.doe.mil@mail.mil).

Signature Block HERE

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