



DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY EUROPE REGIONAL MEDICAL COMMAND
CMR 442
APO AE 09042

REPLY TO
ATTENTION OF:

MCEU-PD

26 September 2002

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Letter 20, Quarterly Counseling

1. The mission of providing healthcare requires many people performing a variety of tasks. Having well-trained and motivated employees is critical to our mission of taking care of the nation's finest. Our employees want to do a good job and seek the guidance, mentoring, and feedback from their leaders. This is achieved and maximized by regularly conducting performance counseling. Although we have regulatory requirements for counseling, it is frequently overlooked because leaders fail to model and enforce the standard.
2. Civilian employees require semi-annual counseling. Counseling of Department of Army Civilians should be reported in January and July. Counseling of Local Nationals should be reported in April and October. Since all assigned civilians will not have a semi-annual counseling due during the reporting quarter, Commanders will report only the number eligible for that quarter and the number counseled. Since Officers and NCO are required to be counseled every quarter, Commanders will report all assigned and the number counseled in the previous quarter. The documentation of all counseling should utilize existing procedures when available (for example, use DA Form 2166-8-1 for NCO counseling). Only counseling that is documented in writing is eligible for reporting.
3. Commanders are encouraged to conduct training on the proper techniques and standards for performance counseling. Commanders will report the number of assigned employees counseled each quarter during the Quarterly Medical Readiness Review. Providing our employees with feedback and guidance during quarterly job performance counseling can create enhanced job satisfaction and greater efficiency.
4. The proponent for this policy is the ERMCA ACSPER at DSN 371-3360.

A handwritten signature in black ink, reading "Elder Granger", is positioned above the typed name.

ELDER GRANGER
Brigadier General, USA
Commanding

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