



**DEPARTMENT OF THE ARMY  
NEBRASKA NATIONAL GUARD**

2-134<sup>TH</sup> INFANTRY BATTALION (ABN)  
2400 NW 24<sup>TH</sup> STREET  
LINCOLN, NE 68524-1801

OFFICE-SYMBOL

13 April 2023

MEMORANDUM FOR: UNIT RNCO (AGR)

SUBJECT: UNIT Readiness NCO (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 as the UNIT A Co. Readiness NCO (AGR).

2. **Rating scheme.** Your rating scheme is:

Rater:	CPT Example	CO Commander
Senior Rater:	MAJ Example	BN AO/S3

3. **Situation.** The UNIT IN BN A CO 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 2-134<sup>th</sup> 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 Company will be conducting/supporting three collective training events during Annual Training in FY21; NTC Rotation, GTS Non-DMD Personnel AT, and Mortar NET/NEF.

5. **Priority.** Your priority as the A Co. Readiness NCO is to set the conditions to ensure the Company achieves or surpasses all Sustained Readiness Benchmarks associated with your SRM year (Currently PY4). The decisive operation (typically AT) should serve as your reference point for achieving the SRM benchmark. Personnel Readiness is our number 1 priority, as it sets the conditions for the unit to achieve its SRM training requirements. I expect you to be a subject matter expert on SRM and advise your commander on the status of the company against required benchmarks.

6. **Duty Description (RNCO)**

- Senior full time representative for the Company, acting as the commander's representative and spokesman during the daily operations of the unit. Supervises two subordinates in the daily execution of company duties. Analyzes, requests, and supervises any ADOS augmentations to the full time staff (of lower grade).
- SRM** - Responsible for setting the conditions for the unit to achieve all SRM aim points and benchmarks.
- CUSR** - Responsible for the input of the Commanders Unit Status Report, submitted quarterly Apr/Jul/Oct/Jan. Consistently monitor the status of the unit against reporting metrics, and input out of cycle reports in the event of a change in C-Level.
- OIP** - Oversee the unit's continuous execution of the day to day tasks in compliance with the standards identified in the NEARNG Regulation 1-201.
  - Personnel (End Strength, Medical, Legal, Sponsorship, Evals, Recruiting, Retention)
  - Training and Mobilization Readiness (UTP, Gunnery, Collective Benchmarks, Tng Schedules, MET, 350-1, DMOSQ, PME)
  - Physical Security
  - Safety
  - Antiterrorism

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- Operational Security
  - Emergency Management
  - Intelligence Oversight
  - Command Maintenance Discipline Program
  - Command Supply Discipline Program
  - Command Deployment Discipline Program
  - Finance (Pay, Travel, Orders)
  - Sexual Assault Prevention and Response
  - Equal Opportunity
  - Management Controls
  - Facility Management
- **Training** – Advise the commander in the development of the Unit Training Plan (UTP) in accordance with FM 7-0. Assist the commander in development of the Unit Training Briefing (UTB) for TAG approval and resourcing, ensuring the plan supports the achievement of SRM benchmarks. Develop unit training schedules, based off approved UTB, submitted for approval 120 days out from execution. Develop associated CONOPs as required, and submit all training documentation through DTMS to ensure full accounting of units training status.
- **UMR management/Strength Maintenance** – Primary manager of the Unit Manning Roster (UMR). Work continually to push vacancies to the 10 level. No vacancy should exist without a corresponding action toward addressing it. Develop a mechanism to project future vacancies at 120 days out. Assist commander in coordinating with SRRO to develop and continually update the unit strength maintenance plan. Develop a robust plan supporting your recruiter in the execution of the SMP through the generation of leads, to include at least 1 recruiting related event per quarter.
- **Battle Rhythm** – Prepares commander for all required responsibilities associated with 2-134<sup>th</sup> IN Battalion Battle Rhythm. Represent your organization at all required FTUS battle rhythm events. Utilize battalion orders (ORDER, FRAGORD, WARNORD, CONOP) and SOPs as a mechanism to track and meet suspense's.
- Perform additional tasks and duties assigned by the unit Commander or AO.

### 7. Standards.

- **Leadership** – Manage the full time staff of the Company. Develop a formal counseling program with every Soldier you rate/senior rate.
- **Suspense Management.** You must meet or beat all assigned suspense's. The Battalion operates off of an annual steady state OPORD with a weekly FRAGORD push every Tuesday. This is our primary mechanism, but not our only mechanism, to communicate taskers to our subordinates.
- **Battalion Update Brief.** The monthly Battalion Update Brief (BUB) is a tool to help us manage the robust administrative and training requirements of our organization. It is a forum for both Battalion Staff and Readiness NCOs to work together to meet the requirements at both a Company and Battalion level. The BUB translates right over to the CUB, where it is briefed by Commanders and Primary Staff at the direction of the Battalion Commander. Readiness NCOs should effort to avoid conflicts that keep them from being able to attend BUBs.
- **CCIR Reporting.** Ensure that you maintain a copy of 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 to ensure all necessary information is included, contact your unit commander first, immediately

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followed by contacting the BN AO (I will designate an acting AO when out of the office) with an initial report of the 5-Ws. We should effort to allow commanders to report GIR/SIR to commanders, but not at the expense of time. It should look something like this, and can be provided by voice or text.

WHO: SSG John Doe  
UNIT: 2-134<sup>th</sup> IN HHC  
WHAT: Soldier Arrest  
DATE/TIME: 130330APR18  
WHERE: Nebraska City, NE

Within 1 hour, submit the initial GIR/SIR with all required fields via NIPR. Conduct follow-up GIR/SIR updates as required unit the event is closed out. In your absence, you must designate a FTUS member to action GIR/SIR on your behalf.

- Readiness.** I expect you to always meet army readiness standards. This includes DMOSQ, PME, ASI-Functional, Medical Readiness, Physical Readiness, IWQ, etc. We expect all of our Soldiers to achieve these standards, and it starts with AGRs.
- Personal Development.** Have a vision for your future. I want to know the path you see for yourself 5 and 10 years from now. When we meet for future follow-up counseling's, we'll discuss how to get you there.
- 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 (CST). 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 in the office during duty hours.
- 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 standard for 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 (un-blousing) on occasions, and leave it to your discretion to make those decisions for your FTUS staff based on circumstances.
- 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.

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- **Relationships.** I consider relationships to be pacing items. When they are broken or strained, fixing them should be our top priority. Please use these considerations when points of friction occur:
  - a) Always remember that we are all on the same team, working toward the same goal.
  - b) Always point the finger at yourself before you point it at someone else.
  - c) Always assume others had noble intentions before you engage them.
  
- **Counseling/OER.** As your full-time supervisor I will provide detailed information to your rater on your performance to assist in the preparation of your evaluation. If you have not done so already, contact your rater and complete DA Form 2166-9-1a, NCO Counseling and Support Form..

8. **Point of contact.** Point of contact for this memorandum is MAJ Example at:

- |                            |                |
|----------------------------|----------------|
| a) 123-456-7890            | Office         |
| b) 123-456-7890            | Personal Cell  |
| c) Insert@gmail.com        | Personal Email |
| d) John.e.doe.mil@army.mil | NIPR           |

Example Soldier  
SFC, USA  
A Co, RNCO

Supervisory Soldier  
MAJ, USA  
AO