Introduction to the new

NCO Counseling and Support Form

DA Form 2166-8-1 (OCT 11)
NCO Counseling and Support Form
DA Form 2166-8-1 (March 06)

<table>
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<tr>
<th>PART - ADMINISTRATIVE DATA</th>
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<tr>
<td><strong>A. NAME OF RATING (Last, First, Middle Name)</strong></td>
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<td><strong>D. UNIT ORG. STATION ZIP CODE OR AND MAJOR COMMAND</strong></td>
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<td><strong>C. DAILY DUTIES AND SCOPE</strong></td>
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<td><strong>E. PHYSICAL FITNESS &amp; MILITARY BEARING</strong></td>
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<th><strong>DA FORM 2166-8-1, OCT 2011</strong></th>
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<td>PREVIOUS EDICTIONS ARE OBSOLETE.</td>
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</table>
a. **Purpose.** Contribute to Army-wide improved performance and professional development by increased emphasis on performance counseling. The Rater uses DA Form 2166-8-1 to prepare for, conduct, and record results of performance counseling with the rated NCO. Its use is mandatory for counseling all NCOs, CPL through CSM. The purpose of the counseling and support form is to improve performance counseling by providing structure and discipline to the process.
b. Process
(1) Within the first 30 days of the rating period, effective date of lateral appointment to corporal, or promotion to sergeant, the rater will conduct the first counseling session with the rated NCO. This counseling session is somewhat different from later counseling sessions in that the primary focus is on communicating performance standards to the rated NCO. It should specifically let the rated NCO know what is expected during the rating period. The rater shows the rated NCO the rating chain and a complete duty description, discusses the meaning of the values and responsibilities contained on the NCOER, and explains the standards for success. Before the rater departs the counseling session, the rater records key points that were discussed and obtains the rated NCO’s initials on the DA Form 2166-8-1.
b. Process

(2) Counseling sessions will be conducted at least quarterly for AGR NCOs and at least semiannually for ARNG NCOs. These counseling sessions differ from the first counseling session in that the primary focus is on telling the rated NCO how well they are performing. The rater updates the duty description, and based on observed action and demonstrated behavior and results, discusses what was done well and what could be done better. The guide for this discussion is the success standards established in the previous counseling session. Prior to the conclusion of the counseling session, the rater records key points discussed and obtains the rated NCO’s initials on the DA Form 2166-8-1.
b. Process

(3) The rater will maintain one DA Form 2166-8-1 for each rated NCO until after the NCOER for that period has been approved and submitted to HRC- Indianapolis; CNGB; State AG; or CDR, HRC- St. Louis. For corporals, who do not receive a record NCOER, the counseling and support form will be maintained for one year. There is no regulatory requirement to keep the DA Form 2166-8-1 beyond this time. However, in some cases keeping it for possible future use to support personnel actions may be appropriate.
<table>
<thead>
<tr>
<th>a. NAME (Last, First, Middle Initial)</th>
<th>b. SSN (<strong>-</strong>-****)</th>
<th>c. RANK (SFC)</th>
<th>d. DATE OF RANK (20051101)</th>
<th>e. PMOSC (15T40)</th>
</tr>
</thead>
<tbody>
<tr>
<td>DOE, JOHN, Q. JR</td>
<td></td>
<td>SFC</td>
<td>20051101</td>
<td>15T40</td>
</tr>
<tr>
<td>f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND</td>
<td>f. STATUS CODE</td>
<td>i. RATED NCO’S EMAIL ADDRESS (.gov or .mil)</td>
<td>m. UIC</td>
<td>n. CMD CODE</td>
</tr>
<tr>
<td>HHC, 1-245 Avn Bn (ATS), OKARNG, Tulsa, OK 74116-5200</td>
<td>AGR</td>
<td><a href="mailto:john.q.doe@us.army.mil">john.q.doe@us.army.mil</a></td>
<td>WANZTO</td>
<td></td>
</tr>
</tbody>
</table>

**a:** LAST, FIRST, MI, SUFFIX (ALL CAPS) Example: DOE, JOHN, Q. JR.

**b:** 9-Digit Social Security Number (**-**-****).

**c:** Enter the three-letter abbreviation for the NCO’s military rank.

**d:** Enter the rated NCO’s date of rank (YYYYMMDD).

**e:** Enter up to 9 digits of the PMOSC (example, 15T40, 42A5MA3, 18Z5PW9LA)

**f:** Unit, Org, Station, Zip or APO, and “AGR” if applicable.

**i:** E-mail address; all lower case; example: john.q.doe@us.army.mil

**m:** Enter the UIC of the rated NCO: WANZTO
Part II is almost identical to Part II of the NCOER. The main difference is the initial blocks used to note performance of the initial and subsequent counselings.

The rater will verify the initial face-to-face counseling by initialing on the working copy…and will forward a copy to the senior rater for approval and …verification of face-to-face counseling (for NCOs). (AR 623-3, Par 3-6,e)

Senior raters will review and initial the first (initial) DA Form 2166-8-1 and review the final DA Form 2166-8-1 in use in the evaluation.” (AR 623-3, Par 2-15,c(3))
PART III- DUTY DESCRIPTION

<table>
<thead>
<tr>
<th>PART III - DUTY DESCRIPTION (Rater)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. PRINCIPAL DUTY TITLE</td>
</tr>
<tr>
<td>FIRST SERGEANT</td>
</tr>
<tr>
<td>c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars)</td>
</tr>
<tr>
<td>d. AREAS OF SPECIAL EMPHASIS</td>
</tr>
<tr>
<td>(Address both TOE/TDA and FTUS positions).</td>
</tr>
<tr>
<td>e. APPOINTED DUTIES</td>
</tr>
<tr>
<td>(Address both TOE/TDA and FTUS positions).</td>
</tr>
<tr>
<td>f. PHYSICAL FITNESS &amp; MILITARY BEARING</td>
</tr>
<tr>
<td>APFT PASS APFT DATE 20060105 HEIGHT/WEIGHT 72 180 YES</td>
</tr>
</tbody>
</table>

PART III is almost identical to Part III of the NCOER. The main difference is that block “f” was changed to reflect current APFT and Height/Weight data.

For AGR Soldiers assigned as readiness/training NCOs, enter both the NCO’s TOE or TDA assignment and the full-time support titles. Include a mix of both the position duties and the full-time support duties in Part IIIc,d,e. (DA Pam 623-3, table 3-3)
NCO Counseling and Support Form

Reference: DA PAM 623-3, Appendix C: Counseling

**Session:** Initial Counseling - Noncommissioned Officers
**DA Form:** 2166–8–1
**Time Frame:** within first 30 days

**Rated Soldier:**
- Draft duty description and major performance objectives.
- Prepare to discuss duties and objectives.
- Request copy of and review rating chain support forms.

**Rater:**
- Provide rated Soldier copies of rater’s/senior rater’s performance objectives & blank support form with initial drafted duty description.
- Receive/review rated Soldier’s draft Support Form.
- Select site (private) and schedule with rated Soldier.
- Make outline/plan for conducting session.
NCO Counseling and Support Form

Reference: DA PAM 623-3, Appendix C: Counseling

Session: Follow-up Counseling - Noncommissioned Officers
DA Form: 2166–8–1
Time Frame: Quarterly for AGR NCOs and at least semiannually for ARNG NCOs performing IDT

Rated Soldier:
— Conduct self-assessment.
— Prepare to discuss revisions, performance, changing priorities, and so forth.
— Outline target areas for development, and corresponding tasks or objectives.

Rater:
— Review Counseling and Support Form.
— Observe and assess rated NCO.
— Review record of observation/assessment.
— Make outline/plan for conducting session.

Reference: DA PAM 623-3, Appendix C: Counseling
Initial Counseling:

Developmental tasks should: target performance objectives, specify the desired result, be measurable/verifiable, and specify target completion date/time frame.
Follow-up Counseling:

Primary focus is on telling the rated NCO how well they are performing. The rater, based on observed actions and demonstrated behavior/results, discusses what was done well and what could be done better. The guide for this discussion is the success standards established in the initial/previous counseling session. (DA Pam 623-2, par 3-1,b,2)
**c. PHYSICAL FITNESS & MILITARY BEARING:**
- Mental and physical toughness
- Endurance and stamina to go the distance
- Displaying confidence and enthusiasm; looks like a soldier

**d. LEADERSHIP:**
- Mission first
- Instilling the spirit to achieve and win
- Genuine concern for soldiers
- Setting the example; Be, Know, Do

**e. TRAINING:**
- Individual and team
- Teaching soldiers how; common tasks, duty-related skills
- Mission focused; performance oriented
- Sharing knowledge and experience to fight, survive and win

**f. RESPONSIBILITY & ACCOUNTABILITY:**
- Care and maintenance of equipment/facilities
- Conservation of supplies and funds
- Soldier and equipment safety
- Encouraging soldiers to learn and grow
- Responsible for good, bad, right & wrong
INITIAL COUNSELING
PERFORMED WITHIN FIRST 30 DAYS

Rater:
1. Schedules counseling with rated Soldier
2. Provides blank DA 2166-8-1 to rated Soldier
3. Provides rated Soldier copies of rating chain and rater’s and senior rater’s support forms

Rated Soldier:
1. Drafts duty description and major performance objectives.
2. Prepares to discuss duties and objectives.

Rater and Rated Soldier:
1. Receives/reviews rated Soldier’s draft support form.
2. Finalize duty description and performance objectives
3. Both will initial and date the support form

Rater:
1. Forwards the support form to the senior rater

Senior Rater:
1. Reviews, approves, and initials the support form
2. Returns the support form to the rater
FOLLOW-UP COUNSELING
Performed Quarterly for AGR NCOs and at least semiannually for ARNG NCOs performing IDT

Rater:
1. Reviews Counseling and Support Form.
2. Observes and assesses rated NCO.

Rated Soldier:
2. Prepares to discuss revisions, performance, changing priorities, and so forth.
3. Outlines target areas for development, and corresponding tasks or objectives.

Rater and Rated Soldier:
1. Reviews rated Soldier’s initial support form.
2. Review/modify duty description and performance objectives
3. Both will initial and date the support form

Rater:
1. Forwards the support form to the senior rater

Senior Rater:
1. Reviews, approves, and initials the support form
2. Returns the support form to the rater
Use of the Counseling and Support Form in completing the NCOER

Rater:
1. Reviews Counseling and Support Form.
2. Evaluates the rated Soldier.
3. Forwards NCOER and Counseling and Support Form to the Senior Rater.

Senior Rater:
1. Reviews, approves, and initials the Support Form.
2. Evaluates the rated Soldier’s potential.
3. Reviews NCOER with the rated Soldier.

Rated Soldier:
1. Reviews the NCOER, verifies the administrative data, and signs it. (AR 623-3, par 2-15b(8))

Senior Rater:
1. Forwards NCOER and Support Form to Reviewer (every NCOER will be reviewed by the First Sergeant, SGM, or CSM and signed by an official who meets the Reviewer requirements of AR 623-3, par 2-8b.)

Reviewer:
1. Reviews, approves, and initials the NCOER.
2. Returns the Support Form to the Senior Rater.