AFZC-INF-D CO

MEMORANDUM FOR RECORD

SUBJECT: Continuation of professional development counseling.

\_\_\_ a. UNIT MISSION: (See attached Memorandum)

\_\_\_ b. CHAIN OF COMMAND: First and foremost: I am your squad leader. Anything you need or strive to attain can and will be addressed to me first before you bring it up the Chain of Command, the NCO Support Channel, or to any other Channel that you may find. The only exception to the rule is if dereliction of duty, harm to others, or life/limb/eye sight is at risk. If it is any of the latter, report it directly to the PSG or PL. Only in extraordinary circumstances should you ever address the D Company Commander and First Sergeant. Finally, only in dire circumstances should you ever address the 1/12 IN Battalion Commander and Command Sergeant Major. All problems can be handled within the professional atmosphere of the platoon.

Know your Officer and NCO channels, know their faces, and do not let me or any other superior catch you neglecting to salute or giving the greeting of the day.

\_\_\_ c. PHYSICAL FITNESS: You will conduct PT every workday (Monday-Friday) and once on the weekend. You are not to miss PT under any circumstances unless pre-approved by your team leader, then me, and then our PSG. If you have appointments one week out from this counseling reschedule for a later date and no earlier than 0900. Your physical fitness factors into so many different “what-ifs” and “could-haves” when we are training and on deployment. If you cannot run 5 miles in 40 minutes, do 90 push-ups in 2 minutes, 80 sit-ups in 2 minutes, then you are failing yourself and your unit.

Randomly I will select one man from the squad and test this standard. If you or they fail the entire squad will have weekend PT - no exceptions. If you fail to perform during PT your pass/leave will be revoked until you prove your ability to uphold this standard. Do not test me and do not doubt that I will pull your personal time away from you. LTC Green’s standard is to flag soldiers who do not fulfill their commitment to their contract, therefore maintaining yourself and improving yourself. You must be combat ready – period.

\_\_\_ d. DUTY PREFORMANCE AND CONDUCT: I am a stickler for standards of cleanliness, of your kit, weapons. This shows me your discipline level and attention to detail. We are a heavy weapons company and the M240 is the smallest machine gun we will have dismounted. We will have MK-19s, M2s, ITAS, and Javelins in this company, I cannot promise to you that you will not be carrying them, but they will be mounted on trucks and in turn that means your truck is part of your weapon system.

I will not tolerate, under any circumstances (day, time, weather, etc), that the trucks are EVER dirty or not PMCS’d. In accordance with the TM or Manual provided to you (or not at all, you need to ask me for one or find one yourself) you will PMCS the truck with your team or take the initiative and do it yourself. By the numbers, check the truck and fill out the DA 2404, give it to your team leader and make them help you fix the problems that arise. If it is something that is not operator level, bring it to me and I will take it personally to the maintenance NCOIC and get it fixed. If you put the effort forth to maintain your truck and take pride in it like it is your own, you will be rewarded: It will serve you when you need it most and it won’t be you and me broken down or worse.

Your hard work, dedication, initiative and discipline will be recognized and rewarded fairly. I see and will inquire about things all the time and I will not forget who did something great or failed to do anything at all. If you act like a leader, I will make you a leader, and I will ensure your progression in this unit. I base leadership on competence, initiative and discipline not seniority or brown nosing. Keep your nose clean and prove to me that you are a stellar soldier and I will treat you as such and vouch for you when promotion time or rewards are available.

Team leaders, you are expected to write down and date each significant event that your soldier is part of. Keep a tight record of their accomplishments with the 5 W’s. They merit your efforts and attention all day - every day. Help them by keeping track of their accomplishments for awards and keep documented proof of promotable attributes.

Lastly, I expect you as a soldier (and as a leader), to be a professional and to conduct yourself in that manner. Always be courteous to your superior officers, commissioned and noncommissioned. Your neatness of dress and care of your equipment should set an example for others to follow. Do not let me catch you fraternizing with your superiors. That excludes Team or Squad events or when you need or ask for a battle buddy. I encourage Squad and Team weekend trips, lunches/dinners, and the camaraderie that comes from that will never leave you, long after you are out of the Army. The men in this squad will go to combat and come home together, get to know each other and never neglect each other’s needs.

\_\_\_ e. DUTY DESCRIPTION: As a member of the squad you will be faced with many different job descriptions - do not take it lightly. Look at it as being well rounded and take pride in your ability to put on many different hats. Drivers and gunners will rotate between each other for the first six months of training and deployment and then another two will assume their positions the last six months.

**Team Leaders**: You will know and understand the NCO Creed. You will follow its guidance and give your 100% and then some to your men. Every month, on the first Monday of that new month, you will have the previous months counseling done. I want to see notes in your leader’s book for each soldier. In those notes I want to see their sustains and improves. Therefore, in your previous months counseling, there will be a reflection of each sustain and improve. Furthermore, there will be an appropriate “Plan of Action” for each.

Both of this squads Team Leaders are required to keep track of each soldier, their appointments and ensure that I have proper documentation for their appointments (appointment slips, receipts, etc) as proof of their visit and as documentation to show higher if asked. Appointments, unless unexpected, need to be scheduled in advance (IAW the PT Standards Section). To teach discipline and to ensure each soldier is thinking options out: make sure their appointments, leave, trips, etc., are all planned and not spur of the moment. Bad budgeting, reckless planning, not thinking ahead is an exercise of immaturity. Mentor your soldiers to take the wise path into their lives much like you would on a route into a hostile village.

**Riflemen**: You’re the lightest and most dynamic soldier out of the entire squad. I expect you to cover down on your battle buddies and pick up a heavy weapon and clean it, then move onto the next and help with another soldier’s task. In addition to your assistance around the squad you will be my driver or the Bravo Team Leaders driver. Know your truck and make sure I never am the first one out there. The truck is to be PMCS’d, FBCB2 on, and my radios fully operational. If anything is wrong, it is on you, you better bet I will check everything. You will be signed for the truck and are over all responsible for all the equipment in there. Your section of the truck is the Driver/TC side, ensure it is clean and is presentable for inspection every day. Owning that truck is a privilege you will share with your gunner and is ammo for your right to take up a leadership position is executed flawlessly.

**Gunners (MG/turret)**: You will be signed for the heavy weapons for the squad and you will additionally own the second half of the truck (turret, ammunition, and dismount seats). The rear section of the truck and your weapon system is your baby. Regardless of who uses your weapon, sits in the back, it’s functionality and cleanliness are on you. I will not care who used what last, why it may be broken, or what the situation is unless you bring it to your team leader’s attention and I am made aware immediately. If you have a situation where your weapon is broken then you need to do a DA 2404 by the book and annotate the problem, turn it into the Arms Room, get a temporary weapon and ensure your team leaders and I know the new serial numbers and the status of your old weapon. Weekly, I will expect an update. Daily and randomly I will inspect your weapons cleanliness. If it is dirty expect corrective training. Your weapon isn’t a chore! It will save your life, your squads, as well as others that depend on it on the ground. You also need to ensure the ammunition is clean and fully functional.

**Grenadiers**: Your M203 is an invaluable tool against the enemy when we are dismounted. It’s killing power as well as it’s noise employ some the best psychological effects on our enemy. Maintain this simple weapon and carry your ammo furthest from the soft parts of your body and armor. Always keep a fresh load nearby in a truck or accessible nearby. You better believe that when the crap hits the fan every other soldier with a M203 will come crawling to you for help, have enough to replenish yourself and help others if possible.

**Drivers (Everyone)**: Regardless of your position… If you drive you will PMCS that truck. I don’t care who’s it is. You PMCS HHCs truck if we use it. PMCS every vehicle you get into and I never want to see a gas tank that isn’t topped off, EVER! Even if we drive for 5 minutes and come back, fill it up. Again, like I said above this also applies to cleanliness. It is a weapon at so many different levels (gun mount, radios, ramming tool, etc). Ensure the radios, headsets, turret, and body are fit for operation and clean. If I see dirty windows, you will have corrective training. If we SP and my radios die, don’t work, blow up, anything there are going to be serious repercussions to the error made. It won’t just be from me either, it will be from our PSG and the PL. Don’t think for a second that sleeping in, taking your time to get to the truck, or not showing up a little early isn’t worth it. The end-state it will be.

**Dismounts**: You are my tools on the ground. If I get out, you get out, unless told otherwise. I have to have someone with me as a security element and to cover my six. I am adamant about getting out and moving traffic to get our convoy out of the way of a potential ambush or grabbing someone suspicious. From experience, honking doesn’t do anything in Iraq or Afghanistan and letting potential bad guys walk just leads to more work on our end. Ensure you are ready to move and not sleeping in the back of the truck. Don’t let me catch you not battle tracking on your map or asking questions about what’s going on. If I go down you will assume TC duties and even my job as squad leader until the Bravo Team Leader is able to step up. Do NOT trash the back seats, my gunners are not your maids!

\_\_\_ f. FAMILY SITUATION/CONCERNS: I am a father and a husband. Every little situation I can think of that can happen to you I most likely have gone through. Bring up your problems to me and talk it out. Who knows it might just be able to help! If not, we will get you the help you need. Keep in mind that your family comes first, but here is the big BUT: You need to teach your wife and girlfriends to be independent. You will be gone for 30 days at a time for training and even a year at a time on deployment. How you train them to respond to your absence will reflect in how your relationship does when you get back. I expect you to go with them to the doctors for important visits. But if the reason is petty then forget it. 2nd time ultrasounds, shots, checkups, etc., are all NOT reasons to miss work or PT.

\_\_\_ g. DUTY HOURS/WORK SCHEDULE: Work is work. It’s called work because it’s something you do for a time standard to earn your pay check. If you are board, you are incredibly wrong, and your team leaders failed you. If you do not have anything to do: get your team leaders to teach you something. If they cannot teach you something I will be more than happy to step in and provide assistance.

Self resourcing is an attribute that leaders harness on a regular basis. As an individual soldier you need to be capable of doing this as well. If you have nothing to do, draw out one of the platoons heavy weapons, your personal weapon, or take out a military related Field Manual (FM) or get some help from one of our subject matter experts in the NBC cage, Communications cage, or ask SGT Vawter and I for help.

Show up to duty/work on time (15 minutes prior), in the right uniform, and without situation. If those three requirements are met then we are never going to have a problem.

\_\_\_ h. MEDICAL CONCERNS: If you have an injury that is life threatening, get to help. If you

are sick, go to sick call or notify a medic. If you have any concerns that need to be addressed and do not need immediate attention, let me know and I can help you get appropriate medical assistance.

\_\_\_ i. PERSONAL APPEARANCE: Ensure you are always in accordance with IAW AR 670-1. Do not let me or another NCO/Officer find you deliberately neglecting your attire. Conduct yourself, your uniform, and equipment like a professional.

\_\_\_ j. LEAVE/PASS POLICY: My policy is two weeks out from the day you want to depart, you need to notify me, unless the company puts out opportunity leave/pass. If you need assistance with your forms I can assist you with attaining the needed documents (DA 31s and risk assessments). Exceptions can be made in accordance with training and company/battalion training holidays.

\_\_\_ k. SELF-DEVELOPMENT: Education, education, education. You would be naive to think that you do not need to go to college. I don’t care if you plan on working a 9-5 as car mechanic or being an electrician for the rest of your life. Having even a little college will set you apart from your competing applicants, peers, and even insurance rates can fall because of college credit. The Army even provides $4,500 a year for college each year that isn’t even part of your regular M.G.I.B. You will enroll into college, take classes that are after work if possible, if there are non after hours come talk to me and we will work to find some for you.

\_\_\_ k. POC for this memorandum is the undersigned at paul.hendricksen@us.army.mil.

SSG HENDRICKSEN, PAUL J.

2 PLT, D CO, 1-12 IN, 4IBCT, 4ID  
 SQUAD LEADER, USA