

**GTA 22-01-003**  
**COUNSELING ENHANCEMENT TOOL (CET) – LEADER**

**PURPOSE:** A development tool to assist leaders in conversations with junior enlisted Soldiers about professional development covering Soldier progress, areas for improvement, and ways to achieve goals. See ATP 6-22.1 for more information.

**DISCLOSURE:** Disclosure is voluntary.

**DISTRIBUTION:** U.S. Army Training Support Centers

**DISTRIBUTION RESTRICTION:** Approved for public release; distribution is unlimited.

Headquarters, Department of the Army

**INSTRUCTIONS TO INDIVIDUAL**

**Purpose:** The Counseling Enhancement Tool (CET) -Leader was designed to aid leaders in fostering an open dialogue between themselves and their subordinates regarding the Soldier's developmental progress. The tool is not for evaluative decisions, but to maximize existing opportunities for leaders and their Soldiers to share observations, discuss expectations, and develop collaborative plans to increase goal attainment.

**General overview:** The CET provides seven topic areas, gleaned from doctrine and research, relevant to all junior enlisted Soldiers. These topics should be considered a minimum for developmental counseling, rather than an exhaustive list of potential topics. There may be other areas a leader and Soldier need to discuss regarding development and these should be added into the discussion. CET-Leader is designed to prepare junior enlisted leaders for performance counseling by engaging in assessment exercises.

**Procedure:**

**PART I - VII:** The leader completes each sub-section for the seven CRT topic areas.

- **Sub-section A. *Sustain or Developmental Need.*** The leader rates each item that best describes their assessment of the Soldier's performance over the past rating period.
- **Sub-section B. *Observations.*** The leader notes any specific observations of the Soldier's performance since the last counseling session that support the assessment of the areas indicated as either a *SUSTAIN* or a *DEVELOPMENTAL NEED*.
- **Sub-section C. *Expectations.*** The leader asks the Soldier what percentage of time they believe they met expectations in this specific area and discusses any discrepancies with their assessment.
- **Sub-section D. *Goal.*** The notes any goals the Soldier has selected and lists ways they can help the Soldier improve or achieve this goal.

**PART VIII:** The leader helps the Soldier select up to three specific, measurable, achievable, realistic, time-based (SMART) goals they would like to discuss. See the table below for examples or reference FM 6-22. These goals are not meant to replace DA Form 7906 (*Individual Development Plan*) but to support milestones to achieve the identified long-term goals. These goals can also be used to increase the Soldier's proficiency within PARTS I – VII.

	<b>Key Question</b>	<b>Example</b>
<b>Specific</b>	What specifically do you want to achieve?	<i>I'd like to get more experience in air defense.</i>
<b>Measurable</b>	How will you know if you've reached your goal?	<i>When I leave the Army, I'd like to get my degree in aviation or aerospace engineering.</i>
<b>Attainable</b>	What resources are needed?	<i>I would need to apply to Air Defense Artillery School.</i>
<b>Realistic</b>	Is the goal reasonable?	<i>I have a good head for numbers. Aerospace is a big industry where I live.</i>
<b>Time-based</b>	When will each of the steps be completed without kicking the can down the road?	<i>In the next week, I'd like to do some research on what training programs are available.</i>

Note progress on goals, changes to assigned work, completed training, and other events that affect Soldier progress:

**PART I – TACTICAL AND TECHNICAL PROFICIENCY (COMMON TASKS & WARRIOR SKILLS)**

**A. Sustain or Developmental Need.** (Mark **S** for areas to sustain or **DN** for areas to improve):

- S    DN    Demonstrates MOS proficiency.
- S    DN    Demonstrates Warrior Task proficiency.
- S    DN    Handles MOS task-related problems effectively.
- S    DN    MOS qualification.
- S    DN    Other:

**B. Observations:**

**C. Expectations:** *Ask Soldier:* On a scale of 1-99, what percentage of time did you meet expectations? %

**D. Goal:** *Ask Soldier:* What can you do to improve? How can I help you get there?

**PART II – COMMUNICATES EFFECTIVELY**

**A. Sustain or Developmental Need.** (Mark **S** for areas to sustain or **DN** for areas to improve):

- S    DN    Speaks clearly and concisely.
- S    DN    Demonstrates communication skills needed for job duties.
- S    DN    Engages in active listening.
- S    DN    Demonstrates understanding when receiving communication from others (e.g., clarifies information, takes notes as needed).
- S    DN    Other:

**B. Observations:**

**C. Expectations:** *Ask Soldier:* On a scale of 1-99, what percentage of time did you meet expectations? %

**D. Goal:** *Ask Soldier:* What can you do to improve? How can I help you get there?

**PART III – EXHIBITS EFFORT**

**A. Sustain or Developmental Need.** (Mark **S** for areas to sustain or **DN** for areas to improve):

- S DN Completes work assignments.
- S DN Puts forth extra effort as needed to accomplish tasks effectively.
- S DN Takes initiative to accomplish tasks without being told.
- S DN Seeks out challenging assignments and/or additional responsibilities.
- S DN Other:

**B. Observations:**

**C. Expectations:** *Ask Soldier:* On a scale of 1-99, what percentage of time did you meet expectations? %

**D. Goal:** *Ask Soldier:* What can you do to improve? How can I help you get there?

**PART IV – EXHIBITS PERSONAL DISCIPLINE**

**A. Sustain or Developmental Need.** (Mark **S** for areas to sustain or **DN** for areas to improve):

- S DN Lives the Army Values and standards.
- S DN Holds others accountable to Army Values and standards.
- S DN Follows orders willingly.
- S DN Exhibits self-control and discipline on the job.
- S DN Other:

**B. Observations:**

**C. Expectations:** *Ask Soldier:* On a scale of 1-99, what percentage of time did you meet expectations? %

**D. Goal:** *Ask Soldier:* What can you do to improve? How can I help you get there?



**PART VII – MANAGES PERSONAL MATTERS**

**A. Sustain or Developmental Need.** (Mark **S** for areas to sustain or **DN** for areas to improve):

- S DN Fulfills commitments to family/friends.
- S DN Stays on top of personal finances and budget; financial planning.
- S DN Uses sound judgment in personal matters.
- S DN Other:

**B. Observations:**

**C. Expectations:** *Ask Soldier:* On a scale of 1-99, what percentage of time did you meet expectations? %

**D. Goal:** *Ask Soldier:* What can you do to improve? How can I help you get there?

**PART VIII – PLAN**

Based on the conversation, work with the Soldier to identify up to three SMART goals. Review the Soldier's DA Form 7906 (*Individual Development Plan*). Help them develop relevant SMART goals. See Instructions to Individual or FM 6-22 for examples.

SMART Goal 1:

SMART Goal 2:

SMART Goal 3:

**Barriers and Resources:** *Ask Soldier:* Is there anything that could interfere with you achieving these goals?

Leader: Based on the discussion, are you able to identify any additional resources they could use for success?