SOFTWARE & TECH

# Navy Midterm Counseling Examples

PUBLISHED
November 25, 2026

REFERENCE
#1795580890142130

## Understanding Navy Midterm Counseling: A Complete Guide with Real-World Examples

Navy midterm counseling is one of the most critical touchpoints in a sailor’s career development cycle. It provides a structured opportunity for supervisors and subordinates to align expectations, review performance, and set goals for the remainder of the evaluation period. Yet, many leaders struggle with how to conduct this counseling effectively. They either rush through it, rely on vague language, or miss the opportunity to truly motivate and guide their sailors. This article offers clear, actionable Navy midterm counseling examples, along with best practices to help you conduct meaningful sessions that drive performance and build trust.

## What Is Navy Midterm Counseling and Why Does It Matter?

Navy midterm counseling is a required midpoint review between a leader and a subordinate, typically occurring halfway through the periodic evaluation cycle. It is not merely a checkbox on a paperwork checklist. Instead, it serves as a crucial feedback mechanism designed to ensure sailors understand where they stand and what they need to improve upon before the final evaluation is submitted.

The counseling session directly supports the Navy’s performance evaluation system. When done correctly, midterm counseling helps prevent surprises during the final evaluation, reinforces positive behaviors, identifies areas for growth, and documents the leader’s commitment to developing their people. It also builds accountability on both sides. The sailor gains clarity about expectations, and the leader gains insight into any challenges or barriers the sailor may be facing.

## Key Components of Effective Navy Midterm Counseling

Before diving into specific Navy midterm counseling examples, it is helpful to understand what a strong counseling session includes. At a minimum, effective counseling should cover the following elements:

- Performance review against established standards: This includes a candid assessment of how the sailor has performed since the beginning of the evaluation period.
- Discussion of goals and objectives: Review the goals set at the beginning of the cycle and assess progress toward achieving them.
- Identification of strengths: Highlight what the sailor is doing well, using specific examples and measurable outcomes.
- Areas for improvement: Address performance gaps or behaviors that need adjustment, again using concrete examples.
- Professional development plan: Outline actionable steps the sailor can take to grow, whether through additional training, mentorship, or stretch assignments.
- Opportunity for sailor input: The session must be a two-way conversation, not a monologue. The sailor

should feel comfortable sharing concerns, asking questions, and offering their perspective.

## Navy Midterm Counseling Examples for Different Scenarios

Every sailor is different, and every counseling session should be tailored to the individual. Below are several Navy midterm counseling examples covering common situations you might encounter as a leader.

### Example 1: High-Performing Sailor Ready for Advancement

**Situation:**Petty Officer Second Class Martinez has consistently exceeded expectations since joining your division. She takes initiative, mentors junior sailors, and completes all assigned tasks ahead of schedule. She is eligible for advancement to Petty Officer First Class at the next cycle.

**Counseling Approach:**Begin by acknowledging her outstanding performance with specific examples. Then, focus on preparing her for the next step in her career.

**Key talking points:**

- “Since your last evaluation, you have demonstrated exceptional leadership during the equipment overhaul. Your ability to coordinate the team saved us three days of downtime.”
- “I want you to focus on the Navy Leadership Competencies model, particularly the strategic thinking and decision-making areas. These will be critical at the next paygrade.”
- “I am assigning you as the lead for the upcoming inspection preparation. This will give you visibility and experience managing a larger scope of work.”
- “Let’s set a goal for you to complete the Senior Enlisted Academy foundations course within the next 90 days.”
- “Your final evaluation will reflect the strong performance you have shown, and I fully support your advancement package.”

### Example 2: Sailor Showing Satisfactory Performance but Lacking Initiative

**Situation:**Petty Officer Third Class Johnson completes his assigned tasks adequately but never volunteers for additional duties or seeks out opportunities to improve. He is competent but not yet performing at a level that would warrant an early promotion recommendation.

**Counseling Approach:**Acknowledge his reliability but clearly communicate the gap between satisfactory and exceptional performance.

**Key talking points:**

- “You consistently complete your maintenance tasks on time and with few errors. That is a solid foundation.”
- “However, I have noticed you rarely volunteer for collateral duties or special projects. In the Navy, sustained superior performance is what sets sailors apart in the evaluation process.”
- “I want you to pick one area to develop over the next three months. I suggest taking on the role of division safety representative or assisting with the training department.”
- “Let’s check in every two weeks to track your progress. I believe you have more potential than you are showing right now.”
- “Your final evaluation will reflect your performance over the entire cycle. If I see increased initiative and broader contributions, I can adjust your ranking accordingly.”

### Example 3: Junior Sailor with Performance or Behavior Issues

**Situation:**Seaman Apprentice Williams has been late to quarters three times in the last month and has submitted incomplete paperwork twice. He appears disengaged during training sessions and has received informal counseling from his LPO.

Counseling Approach: This session must be direct, professional, and documented. The goal is to correct behavior while giving the sailor a clear path to improvement.

**Key talking points:**

- “I need to be straightforward with you. Your punctuality and attention to detail are not meeting the standards expected of a sailor in this command.”
- “On October 3, 10, and 17, you arrived to quarters late without a valid excuse. On October 12 and 19, your submitted maintenance logs were missing required signatures. These are documented discrepancies.”
- “Do you understand the standards? Is there something going on outside of work that is affecting your performance?” (Allow the sailor to respond.)
- “Here is what needs to change: You will be in quarters no later than 0730 every day. All paperwork must be reviewed by your LPO before submission. We will meet again in 30 days to reassess.”
- “If there is no improvement, I will be required to document this in your evaluation and initiate administrative action if necessary. The choice is yours.”

### Example 4: Senior Sailor Preparing for Departmental Leadership Role

**Situation:**Chief Petty Officer Davis has been in the division for 18 months and is being groomed for a department LCPO role. He is technically proficient but needs to develop his strategic communication and cross-departmental collaboration skills.

**Counseling Approach:**This session should be collaborative and forward-looking, treating the Chief as a peer leader while still providing clear developmental feedback.

**Key talking points:**

- “Your technical expertise in your rating is beyond question, and your division respects your knowledge. That is a significant achievement.”
- “To step into a department-level role, I need you to start thinking beyond this division. I want you to attend the department head meetings as an observer for the next quarter.”
- “Work on communicating your recommendations in a way that highlights impacts across the entire department, not just your division.”
- “I want you to draft the next quarter’s training plan for the department. I will review it with you and provide feedback. This will give you experience thinking at a higher operational level.”
- “Your midterm assessment is strong. Let’s focus on these leadership competencies to ensure your final evaluation reflects readiness for the next assignment.”

## Common Mistakes to Avoid During Navy Midterm Counseling

Even experienced leaders can fall into traps during counseling sessions. Being aware of these pitfalls will help you conduct more effective sessions.

- Reading from a script without engaging the sailor: Counseling is a conversation, not a briefing. Use your prepared notes as a guide, but allow the discussion to flow naturally.
- Focusing only on negatives: Even when addressing performance issues, it is important to acknowledge what the sailor is doing right. This keeps the session balanced and prevents the sailor from becoming defensive.
- Avoiding difficult topics: If a sailor has serious performance or conduct issues, address them directly. Failing to do so during midterm counseling sets the sailor up for a much harsher surprise at the final evaluation.
- Making it all about the evaluation: While the evaluation is the formal document, the counseling should focus on development. Sailors who see their leader genuinely invested in their growth are far more motivated.
- Failing to document the session: Always document the date, topics discussed, goals set, and any agreements made. This protects both you and the sailor if questions arise later.

How to Structure a Productive Counseling Session

Following a consistent structure helps ensure you cover all necessary topics and maintain a professional tone throughout the session.

1. Set the stage: Begin by explaining the purpose of the session. Emphasize that it is a tool for development, not punishment. A simple opening like, “This is your midterm counseling. My goal is to ensure we are aligned and that you have everything you need to succeed,” sets a positive tone.
2. Review performance against goals: Refer to the goals set during the initial counseling or the previous evaluation period. Be specific about what was achieved and what still needs work.
3. Provide balanced feedback: Use the Navy midterm counseling examples above as a guide. Start with strengths, then address areas for improvement, then circle back to positive reinforcement or future opportunities.
4. Set new goals: Collaboratively establish two to three concrete goals for the remaining portion of the evaluation period. Write them down and agree on how progress will be measured.
5. Ask for feedback: Give the sailor an opportunity to share their perspective. Ask open-ended questions like, “Is there anything I can do to better support you?” or “Are there barriers preventing you from performing at your best?”
6. Close with clarity: Summarize the key points, reiterate your commitment to the sailor’s success, and confirm the next steps. Schedule a follow-up if needed.

## Leveraging Navy Midterm Counseling for Career Development

Midterm counseling is not just about the current evaluation cycle. It is also a powerful tool for long-term career development. Leaders should use this session to help sailors see the bigger picture of their Navy career.

For junior sailors, this might mean discussing the requirements for advancing to the next paygrade, including Navy Professional Military Knowledge (PMK) requirements, warfare qualifications, and sea shore rotation considerations. For mid-career sailors, the conversation could focus on leadership development, commissioning opportunities, or specialized training paths. For senior sailors, it may involve mentoring them on how to develop their own subordinates and prepare for command-level responsibilities.

By connecting day-to-day performance to long-term career goals, you make the counseling session relevant and motivating. Sailors who see a clear path forward are far more likely to invest discretionary effort in their work.

## Documentation and Follow-Through

After the session, ensure you document the key points in the designated system, typically


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