



## Texas State Guard

# INSTRUCTION

1030.20

15 December 2020

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NGTX-XHZ

SUBJECT: TXSG Performance Management Program

- References. (a) [ATP 6-22.1](#), The Counseling Process, July 2014  
(b) [DA Form 4856](#), Developmental Counseling Form  
(c) TXSG Form 1030, TXSG Performance Evaluation Form  
(d) TXSGI 1030.20, TXSG Performance Management Program

1. PURPOSE. This instruction describes the process and procedures TXSG leaders will follow to ensure completion of initial and semiannual developmental counseling and annual performance reviews for assigned personnel.

2. APPLICABILITY AND SCOPE. This instruction applies to all TXSG personnel.

3. DEFINITIONS. NA

4. POLICY. This instruction supports TXSGD 1030.10, TXSG Counseling and Performance Evaluations.

a. General. Effective developmental and performance counseling ensures TXSG personnel are highly trained, properly rewarded, and advanced to more senior assignments in a deliberate, thoughtful manner. Counseling is also a tool to identify and correct subpar performance.

b. Counseling.

(1) All counseling is done formally and in-person. Virtual, face-to-face counseling over video conferencing is acceptable.

(2) All TXSG personnel will receive initial and semiannual developmental and performance counseling using DA Form 4856, Development Counseling Form and annual performance reviews using TXSG Form 1030, Texas State Guard Performance Evaluation.

(3) All TXSG personnel may receive additional counseling for specific events. This counseling is done in addition to, and is not a substitute for, the required semiannual counseling.

(4) Counseling situations not specifically listed within this instruction can be performed at the leader/supervisor's discretion.

(5) Developmental counseling and performance evaluations are completed by an individual's direct supervisor.

(6) An individual guardsman's counseling file is subject to inspection by that individual's chain of command at any time.

c. Counseling Events.

(1) Initial / Reception and integration counseling.

(2) Semiannually on the six-month anniversary of the individual's most recent developmental counseling or performance review.

(3) Specific instances of superior or substandard performance.

(4) Change of an individual's direct supervisor.

(5) Exit counseling is required for retirement and is recommended for Inactive Reserve and non-disciplinary discharges.

d. Counseling Sequence of Events

(1) The initial counseling takes place within the first 30 days of the individual guardsman's assignment to the unit. Thereafter, developmental counseling and performance evaluations will occur every six months on an alternating basis: e.g., initial counseling on 01 DEC, followed by developmental counseling on 01 JUL, followed by performance evaluation on 01 DEC.

(2) The initial counseling sets the baseline for duties, responsibilities, performance expectations, and developmental goals. For situations where the counseling process is being initially started for existing guardsmen, the initial counseling may also address current levels of performance.

(3) Subsequent counseling addresses conduct and performance as per baseline expectations, additional guidance or corrective actions, and professional development goals for the upcoming six months.

(4) Counseling is recorded on DA 4856 and signed by both the direct supervisor and the individual guardsman, who is given a copy. The direct supervisor maintains a counseling file for each individual counseled.

e. Performance Review Sequence of Events

(1) The rater fills out the TXSG Form 1030, to include specific, measurable comments for the five areas being evaluated. Ratings of Unsatisfactory, Needs Improvement, or Exceeds Standards require comments to be made.

(2) The rater provides the individual guardsman a copy of the performance review and sets a date and time for formal counseling to discuss the content of the performance review.

(3) When the performance review counseling is complete, the individual guardsman signs the review and is provided a copy. The rater uploads a copy of the performance review to the guardsman's RMS record and maintains the original in the counseling file.

### RESPONSIBILITIES.

#### a. Counseled Individual.

(1) Prepare before each counseling meeting IOT actively participate.

(2) Provide feedback, ask questions, discuss goals, achievements, and challenges.

(3) Ensure a clear understanding of the information discussed before signing the DA 4856 Developmental Counseling Form or the TXSG 1030, Performance Feedback and Evaluation Form.

#### b. Counselor/Rater.

(1) Read and implement guidance IAW ATP 6-22.1 The Counseling Process, July 2014.

(2) Provide clear guidance on duties and responsibilities to subordinates.

(3) Counsel subordinates in a timely fashion, provide meaningful feedback, utilize specific examples of both positive performance and items needing improvement.

(4) Write evaluation comments that are specific and measurable IOT support future assessment.

(5) Complete counseling sessions and performance reviews on schedule.

#### c. Unit Personnel Officer.

(1) Track the dates of required/completed performance reviews and inform unit commanders of upcoming reviews 30 days prior to required date.

(2) Periodically inspect RMS records to ensure performance reviews are completed on schedule.

#### d. Unit Senior Enlisted Advisors.

(1) Ensure NCOs with counseling responsibilities are trained IAW ATP 6-22.1.

(2) Periodically review NCO evaluations to ensure overall consistency.

(3) Ensure NCO counselors are effectively evaluating subordinates and providing quality assessments of performance and potential.

#### e. Unit Commanders.

(1) Ensure officers with counseling responsibilities are trained IAW ATP 6-22.1.

(2) Ensure compliance with all counseling requirements IAW ATP 6-22.1.

(3) Periodically review officer evaluations to ensure overall consistency.

(4) Ensure raters are effectively evaluating subordinates and providing quality assessments of performance and potential.

5. INFORMATION REQUIREMENTS. NA

6. RELEASABILITY. Unlimited.

7. EFFECTIVE DATE. This instruction will expire 2 years from the effective date of publication unless sooner rescinded or superseded.

8. POINT OF CONTACT. T-1, TXSG at 512-782-6223.



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