



# TEXAS MILITARY DEPARTMENT STRATEGY

## VISION:

*AMERICA'S PREMIER STATE MILITARY COMPRISED OF MISSION-READY PROFESSIONALS FULLY ENGAGED WITH OUR COMMUNITIES, AND RELEVANT THROUGH THE 21ST CENTURY.*



## MISSION:

*PROVIDE THE GOVERNOR AND PRESIDENT WITH READY FORCES IN SUPPORT OF STATE & FEDERAL AUTHORITIES AT HOME AND ABROAD.*



### **PEOPLE FIRST:** *Invest In Our Human Capital*

- Diverse & Engaged Force Sustained Through Effective Retention & Recruiting*
- Trained Ethical Professionals*
- Resilient Professionals & Families, Supported By Robust Services*
- Clearly Communicated Opportunities For Professional & Personal Development*

### **RELEVANT & READY:** *Provide Right Force At The Right Time*

- Force Structure Optimized For Federal & State Missions*
- Modern Training Areas & Facilities That Support Our Mission*
- Effective Resource Management & Protection*
- Enhanced Joint, Interagency, Intergovernmental & Multinational Capabilities*

### **COMMUNICATE & PARTNER:** *Deliver Our Message & Build Lasting Relationships*

- Effective Communication Assets & Channels*
- Partnered & Informed Communities*
- Engaged & Educated Government Partners*
- Strong Department of Defense Relationships*

**PEOPLE FIRST – *invest in our human capital***

Our human capital is the single most valuable resource we have. It is incumbent upon each organizational member to train, coach, and mentor the next generation of leaders. Investing in the organization's human capital is the only way to sustain TMD capabilities that serve Texas and the nation.

**1.1 Diverse and engaged force sustained thru effective retention and recruiting** - an engaged force of valued personnel who invest themselves in their work and are committed to performing at a superior level. Demonstrated respect for superiors, peers and subordinates. It is vital to the organization's longevity to recruit diverse individuals, experiences and skill sets. Equally important to the organization, leaders must exhaust all available means to identify and retain engaged employees.

**1.2 Trained ethical professionals** - employees recognize and support the organization's culture to foster an individual's ethical development, practice and decision making. Leadership actions that deter conflicting goals, fear of retaliation or euphemism. A work environment that encourages candor and trust between leadership and employees. Ethical and transparent decisions derived from the organization's vision, mission and values.

**1.3 Resilient professionals and families, supported by robust services** – professional and resilient workforce that continually broadens emotional intelligence. Personal development that is derived from self-study and predictable organizational services or programs. Family members that are educated on employee benefits, resources and organizational initiatives. Resilient service members, employees and family members that are mentally and emotionally responsive to change or adverse circumstances.

**1.4 Clearly communicated opportunities for professional and personal development** - established organizational processes that identify, communicate and resource opportunities for employee professional development or career advancement. Predictable organizational processes that forecast and align organizational needs with employees' potential or career qualifications. Accurate and transparent career progression maps are provided to all TMD members. Leadership that equally strives to identify and resource the right person, in the right place, at the right time.

**RELEVANT and READY – provide right force at the right time**

To remain relevant; it is critical that we continue to distinguish ourselves as the military force provider of choice. Leaders at all levels collaborate objectives that maximize available resources through creative planning, communication and training. The organization's success is directly contributed to our ability to mobilize and deploy the right forces at the right time.

**2.1 Force structure optimized for federal and state missions** – subordinate military and civilian components that are organized and resourced to fulfill today's mission requirements and tomorrow's forecasted needs. Optimized force structure accurately balances relevant military occupational specialties and equipment capabilities. Optimization sustains our organization as the first choice operational force and the premier state defense support to civil authority capability.

**2.2 Modern training areas and facilities that support our mission** – effective real property improvement processes that are predictable to elected officials and organizational members. Proactive facility investments that sustain preventive maintenance and modernization requirements. Facility and training area geographic dispersion that maximizes recruitable demographics, unit training requirements and defense support to civil authority responses.

**2.3 Effective resource management and protection** - organizational policies and processes that facilitate accurate fiscal acquisition, allocation and expenditure. Certified and proficient Program/Resource Managers. Organizational accounting practices that maximize tax payers' accountability and transparency. Effective fiscal forecasting methods that protect cyclic budget allocations.

**2.4 Enhanced joint, interagency, intergovernmental and multinational (JIIM) capabilities** - cultivated formal and informal JIIM relationships that enhance our organization's ability to accomplish any mission. Routine opportunities to integrate JIIM capabilities into planning, training or assessments. A fostered culture that recognizes and accepts the benefits JIIM capabilities provide to our organization.

**COMMUNICATE and PARTNER – *deliver our message and build lasting relationships***

Effective communication is the most important mechanism organizational leaders have to influence internal and external TMD members.

Communication that is effectively transmitted and received is the baseline for individual relationships or organizational partnerships. The TMD vision and mission is dependent upon trusted relationships and partnerships.

**3.1 *Effective communication assets and channels*** – organizational ability to adapt and adopt relevant communication assets. Timely and synchronized internal command messaging that guides organizational priorities and subordinate decision making. Accurate feedback that solidifies common external understanding of the organization. Multiple communication channels that provide organizational redundancy and flexibility.

**3.2 *Partnered and informed communities*** - resourced capabilities to inform current and future organizational partners. Predicted and provided platforms for community dialogue and education. Bi-directional communication that equally values common understanding.

**3.3 *Engaged and educated government partners*** - internal processes and methods that facilitate elected officials' education and partnership. Government partners that similarly understand TMD's unique capabilities and challenges.

**3.4 *Strong Department of Defense (DOD) relationships*** - deliberate processes that determine and assess the effectiveness of DOD (component) relationships. Career broadening programs or methods that temporarily integrate TMD personnel into other DOD organizations. Mutually trusted National Capital Region and State Capital relationships that compliment solutions to organizational challenges.