



TEXAS MILITARY DEPARTMENT  
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MAY 13 2020

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Texas Military Department Terms of Reference (ToR)

1. **Purpose.** The purpose of this memorandum is to delineate the roles, responsibilities, authorities and relationships for the Command Group of the Texas Military Department (TMD) which is defined as the Texas Army National Guard (TXARNG), Texas Air National Guard (TXANG), Texas State Guard (TXSG), and the Office of State Administration (OSA). For purposes of this document, TMD will be referred to as The Agency. This terms of reference will also assign responsibilities to the component commanders I have appointed to exercise certain authorities over the members of the TMD in their specific service. I expect component commanders and the joint staff to abide by this document as well as my Essentials for Leadership (see enclosure).

2. **Background.** In our times of innovation and change, my personal leadership style involves a great deal of flexibility in order for our organization to adapt, remain ready, and relevant. This requires me to be a "hands on" leader. Hands on means, I will assume a full leadership role, steering from the front and working side by side with my team. I will ask the hard questions and expect accurate information. I will ask to see data in order to visualize the situation. Always be prepared to provide more information than I may ask for. This document is fluid, the staff can expect changes and updates as the TMD continues to evolve.

3. **General.** The overall role of the component commanders and joint staff is to create conditions for the successful accomplishment of all assigned tasks, missions of our 24,000 strong force abiding by the strategic plan that outlines my mission, vision, end state, priorities, goals, objectives, and core values. Of particular importance, the TMD core values represent who we are as Texans and forms the building blocks for our mission success. They are: Respect, Integrity, Service, Excellence, and Stewardship. I also expect my component commanders, the joint staff, and their subordinates to do the following:

- a. Provide guidance, motivation and continuity.
- b. Foster a positive command climate.

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- c. Regularly mentor, counsel all subordinates in the rating chain and complete timely evaluations.
- d. Ensure proper functioning and adherence of the chain-of-command.
- e. Maintain familiarity with aspects of our response missions both federal and state.
- f. Adhere to and promote SHARP/EO/EEO regulations and policies.

### 3. TMD Command Group.

a. **Relationships.** The Texas Military Department staff assists me in carrying out my duties as the Adjutant General. My key leaders include: Command Senior Enlisted Leader – TMD (CSEL – TMD); Deputy Adjutant General (DAG) – Air; DAG – Army; Commander, Texas State Guard (CDR, TXSG); Assistant Adjutant General for Manpower and Personnel (AAG-JMP); Assistant Deputy Adjutant General – Army (ADAG-Army); Director, Joint Staff (DJS); Chief of Staff for the Adjutant General (TAG COS); Chief of the Joint Staff (CJS); Secretary of the Joint Staff (SJS); Director, Office of State Administration (OSA); Executive Officer – Officer of the Adjutant General (XO – OAG); Senior Leader Management Office (SLMO); United States Property and Fiscal Officer (USPFO); State Chaplain (CH – TMD); State Surgeon (OSARS), and Office of the General Counsel (OGC - TMD). Each staff section is authorized to supervise the execution of all decisions, guidance, and policies for subordinates as appropriate.

b. **Succession.** In accordance with Texas Government Code §437.001, my succession of command, if required is the most senior ranking of my DAGs followed by the 36ID Commander, then Director, Joint Staff.

### 4. Command Responsibilities.

a. **The Adjutant General.** I am responsible for exercising the full range of command authority assigned to me under USC T32 Chapter 3 Section 314 and Texas Government Code Title 4 Subtitle C Chapter 437. The key duties listed below are intended to provide clarity to the component commanders and joint staff on issues and actions that I will personally withhold at my level. These established priorities will be communicated to subordinate units and staff to ensure priority of effort.

- (1) Stationing/restationing of units.
- (2) Force structure changes/gains or losses.
- (3) Board results that leave the state (NGB boards).
- (4) Selection of LTC and above commands.

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(5) Federal MILCON projects required to be submitted to NGB.

(6) Full-time manning decisions (controlled grades, GS-13 federal civil service, and senior state employee positions).

(7) Approval of any equipment released permanently from TMD.

(8) Approval of any realignment of funds to cover unfunded requirements (UFRs) greater than \$100,000 except USPFO responsibility to cover obligations.

(9) Approval of legislative priorities.

b. **Command Senior Enlisted Leader (CSEL) – TMD.** Direct report to me. Serves as my primary enlisted advisor on matters pertaining to effective enlisted professional development, personnel management, training, health, morale and welfare. The CSEL acts as another set of eyes and ears who assists me in promulgating the standards throughout the TMD. Major functions and responsibilities:

(1) Accountability and Personnel Readiness. Monitor accountability of all personnel daily, with support of the J1. Monitor, inspect, provide recommendations and feedback on all matters impacting personnel readiness to deploy and accomplish TMD missions.

(2) Standards and Discipline. Monitor and enforce standards of appearance, physical conditioning, military courtesy, discipline, and schooling of all personnel in the TMD.

(3) Command Climate. Assess command climate, unit cohesion, esprit de corps, quality of leadership, and officer to NCO relationships in the TMD.

(4) NCO Development. Lead, manage NCO leader development, and enlisted leader calls. Serve as the primary teacher of the customs and traditions of the military.

(5) Assignments. Monitor all enlisted personnel actions, including reassignment, resignation, retirement, promotion school selection, awards, evaluations, and disciplinary actions to ensure fair and proper administration. I will not act on an enlisted action that the CSEL has not reviewed and provided a recommendation.

(6) Enlisted Boards. Organize and ensure boards for the promotions, awards, recognition of enlisted members are held to standard and consistent.

(7) Reenlistment and Retention. Supervise, support the command, recruit and retain initiatives.

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(8) Holistic Health and Fitness (H2F). Integrate and immerse a health and fitness system that generates lethal Soldiers and Airmen; who are physically, mentally, and spiritually ready to engage with and overmatch the enemy in multi-domain operations; work in conjunction with the State Surgeon, and Chaplain to build resilience in our military, civilian personnel, and their families.

c. **Deputy Adjutant Generals (DAGs)**. Direct reports to me. The primary role of my DAGs is to assist in exercising my command responsibilities. They are my tactical, operational, and strategic vehicles that assist me with messaging down in, up and out. They are my principal advisors on all command matters, are authorized to give orders, direction, and guidance that have the same force, effect, and authority as those given by me. Although specific responsibilities are assigned to each deputy, they have full authority to execute policies across the force. The deputies will make routine decisions, take direct action consistent with my guidance and intent. Major functions and responsibilities:

(1) **Texas Air National Guard (DAG-Air).**

(a) Advises me of any key funding issues, personnel issues, shortfalls or concerns that could have a potential negative impact to the TXANG and Recruiting and Retention.

(b) Assists me with the selection of senior leaders and Wing Commanders through hiring boards.

(c) Immediately notifies me of all readiness reporting and unit ratings of P2/3 and C3/4.

(d) Advises me of all recommendations in regards to Lt Col to GO, E8, and E9 positions.

(e) Assists with daily operations and long range planning for the organization.

(f) Selects a TXANG Command Chief Master Sergeant (CCM) to assist with their duties and responsibilities.

(2) **Texas Army National Guard (DAG-Army)**

(a) Advises me of any key funding issues, personnel issues, shortfalls or concerns that potentially negatively impact the TXARNG and Recruiting and Retention.

(b) Responsible for the Company/Battery Troop Leadership Team Training Course.

(c) Provides oversight for the J4-Directorate of Logistics, specifically:

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- (1) MATES for Texas and Tennessee equipment.
- (2) All ground logistic matters to include all FMS/MATES/UTES shops.
- (d) Serves as an advisor in the Talent Management Advisory Committee (TMAC).
- (e) Assists with AGR disciplinary procedures, actions, and processes.
- (f) Assists with daily operations and long range planning for the organization with special emphasis on the Regional Training Institute (RTI) and Recruiting and Retention Battalion.
- (g) Selects a TXARNG Senior Enlisted Advisor (SEL) to assist with their duties and responsibilities.

**d. Commander, Texas State Guard.**

- (1) Advises me of any key funding issues, personnel issues, shortfalls or concerns that potentially negatively impact the TXSG and Recruiting and Retention.
- (2) Advises me of all Senior Leader recommendations with regards to LTC to GO, E8 and E9 positions.
- (3) Responsible for prioritizing yearly training guidance of TXSG units prior to year of execution.
- (4) Exercises oversight of daily operations and assists me with long range planning for the organization.

**e. Assistant Adjutant General for Manpower and Personnel (AAG-JMP).** Direct report to me. Primary responsibilities include:

- (1) Provides overall joint human resource strategic planning, integration, analysis, manpower, and personnel policy in order to enhance TMD initiatives, personnel readiness, and operational capabilities.
- (2) Places emphasis on national and strategic level entities for additional resources for future force structure.
- (3) Provides oversight for EO/EEO, SARC, SLMO, and the J1 Directorate.

**f. Assistant Deputy Adjutant General – Army (ADAG-Army).** Works in support of the Deputy Adjutant General – Army on J4 operations. Assists with daily operations and

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long range planning for the organization with special emphasis on the Regional Training Institute (RTI) and Recruiting and Retention Battalion. Also assists with other duties, missions, and priorities that arise under the direction of the DAG-Army.

g. **Director, Joint Staff (DJS).** Direct report to me. Oversees the battle rhythm, operations, and activities of the Joint Force Headquarters-state functions; which include J2-J8 Directorates, the HHD, JFHQ-TX unit command, and staff. Synchronizes, integrates policies and procedures published through the J1 directorate with the joint staff. Reviews, evaluates proposed programs, mission changes, and impact data prepared by various staff agencies. Prepares, develops policies and directives for joint force mission accomplishment, and organizations managed. Synchronizes TXARNG, TXANG, TXSG, and state partnerships to meet state, federal, joint, interagency, intergovernmental, and multinational mission requirements. Staff lead for integration and coordination for interagency partners to include TDEM, border mission, and DSCA operations. Coordinates with my personal and special staff as well as my COS, XO and command group staff in order to support my intent and guidance.

h. **TAG Chief of Staff (TAG-COS).** Direct report to me. Leads a joint team of Officers and Civilians in strategic level planning, research, analysis, and coordination specifically with the special staff. Coordinates TMD innovation, strategy and Public and Public/Private Partnerships (P4). Manages the Public Affairs Office (PAO), Government Affairs Office (GAO), Garrison Command, and the TXARNG ChalleNGe Program.

i. **Chief, Joint Staff (CJS).** Works in direct support of the Director, Joint Staff in managing battle rhythm, synchronizing, and integrating all staff sections in the headquarters. The CJS is responsible for directing, coordinating, and supervising the staff to ensure efficient and prompt staff actions to accomplish my intent. Ensures the staff integrates its activities with higher, adjacent and subordinate units as well as monitors all directives, orders, and instructions I issue to the staff.

j. **Secretary of the Joint Staff (SJS).** Serves as a special staff officer to the Director, Joint Staff. Responsible for planning and supervising events chaired by me, Deputy Joint or Chief of Joint Staff. Manages administrative procedures that govern official correspondence. Coordinates formal and informal investigations assigned by the headquarters.

k. **Director, Office of State Administration (OSA).** Direct report to me. This position is my primary representative for engagements with state oversight agencies including the Texas Sunset Commission, State Auditor's Office, and Legislative Budget Board; primary advisor on all state budget requirements, personnel issues, and other operational requirements. I expect the OSA Director (or designee) to review all reports prior to submission outside the agency and to be briefed before information that indicates it is the agency's position on a state administrative issue or inquiry is distributed externally. Major functions and responsibilities:

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(1) Daily administration of state resource management and federal reimbursements support activities.

(2) Acts with my authority regarding, state human resources, procurement and contracting, information technology, internal audits, property management, and fiscal processes including preparing correspondence and drafting or enforcing policy and procedures.

(3) Coordinates efforts to support TMD initiatives, policies or planning.

(4) Advocates for state administrative interests across all department programs.

**l. Executive Officer TMD (XO – OAG).** Direct report to me. Supervises the operation of the administrative support in the command group, provides administrative guidance to action officers throughout the staff, responsible for my staff action processes, correspondence and procedures; monitors the command group's suspense tracking system, synchronizes all elements that report to me and serves as the primary coordinator for external TMD communication to other federal, state or military organizations.

**m. Senior Leader Management Office (SLMO).** Direct report to Assistant Adjutant General for Manpower and Personnel. Advises senior leaders on all matters relating to the utilization and lifecycle management of Texas Military Department Senior Executives to include: TXARNG, TXANG, TXSG General Officers, Gubernatorial Appointees, Senior Civilian Executives (State & Federal), Colonels, the TXARNG Command Chief Warrant Officer, and Senior Enlisted Leaders/Advisors as well as all E9s.

(1) Provides additional senior leader oversight and synchronization between TMD components/staffs, NGB, and the Governor's Office.

(2) Manages Texas National Guard Joint Duty Assignment List (JDAL) billets.

(3) Provides impartial support to reduce ethics violations and bolsters positive perception of Senior Leaders and the Agency throughout the community.

**n. State Chaplain (CH – TMD).** Direct report to me. Serves as the senior chaplain to commanders and staff throughout the TMD; advises me on issues related to religion, morale and other concerns, provides leadership and mentorship to TMD chaplains in their administration of religious support.

**o. General Counsel (OGC- TMD).** The OGC advises and assists me on all matters regarding legal services and/or legal or support activities to include but not limited to:

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(1) Interpretation of state and federal law, land acquisition (leases, licenses, memoranda of agreements and understandings), contracts, personnel (administrative actions, equal employment opportunity claims, inspector general claims, and/or Texas Workforce Commission claims), and all state litigation to include litigation matters, such as subpoenas, discovery, mediation, and court appearances.

(2) The OGC serves as the single point of contact for legal matters outside of TMD, including but not limited to: Department of Justice, the Office of the Governor's General Counsel, the Texas Attorney General's Office, the NGB General Counsel, and General Counsels for Texas State Agencies.

(3) Manages and oversees attorneys employed by the agency and ensures compliance with State Bar of Texas rules and regulations.

p. **State Surgeon (OSARS – TMD).** Direct report to me. Principal medical advisor to me and other directorate level staff elements. Manages the medical readiness program for TMD and responsible for command health programs, medical, and dental aspects of deployments, credentialing of health care professionals, policy development and implementation.

q. **United States Property and Fiscal Officer (USPFO).** Directly reports to CNGB. Advises me on all accounts for all received federal funds and property of the United States in possession of the Texas National Guard. Establishes, directs policies and procedures of resource management to ensure compliance with federal laws, rules, regulations and procedures relating to fiscal policy, accounting standards, budget execution, procurement activities and inventory management. Ensures federal funds are obligated and expended in compliance with applicable statutes and regulations. Provides accounting and budget management for program coordinators to ensure agency objectives are completed within appropriation and fund limitations. Administers cooperative funding agreements.

5. **Summary.** This document outlines the framework for senior leaders to effectively communicate up, down and across the force while maintaining requisite focus, anticipation and oversight. It clearly delineates duties, enhancing agility and speed of decision making while promoting efficiency. Otherwise, valuable staff time is wasted by

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engaging the wrong senior leader. It is my honor to serve as Adjutant General with such a dynamic, diverse and capable team.

Duty, Honor, Texas!



TRACY R. NORRIS  
Major General, TXARNG  
Adjutant General

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# Essentials of Leadership

MG Tracy R. Norris, Adjutant General

- The Soldiers, Airmen, and civilian employees of OED are the reason for our whole existence.
- Surprises are not good.
- We do not work for an external agency. Keep me and the DAGs in the loop on direct taskers and requests from NGB, Major Army and Airforce Command, State Agencies, etc.
- Ensure you Q/C products that leave your headquarters/sections/directorates.
- Take the time to write personal notes of thanks, congratulations, sympathy, etc, to your people when appropriate.
- Do not promise anything you can not deliver.
- Pay attention to personnel actions (promotions, timely evaluations, awards)
- JFHQ Responsiveness:
  - Our job at JFHQ is to find a way to say “yes”
  - The command group needs to know about staff-imposed obstacles
  - Notify leadership when you hit a brick wall and need assistance
- Follow up. An action passed is not an action complete; same with communication. A message sent is not a message received.
- If I have to ask for something, assume the suspense is now. A 75% solution on time is better than 100% solution late. An azimuth check along the way is always helpful.
  - Train your replacement
  - Set people up for success
  - Make the hard decisions to cut loose dead weight
- Jointness. Get to know your sister service and attend ceremonial and social events.
- Get the guard message out in your communities.
- Balance history and tradition with new and innovative ideas
- Ethics: Pay attention.
  - Leaders are watched constantly.
  - Remain within ethical standards, especially with people and money
  - If it seems shady, it probably is
  - Check with chief counsel or SJA if you have questions or concerns
- Be careful "thinking out loud." If you think it (outloud), your staff will too.
- Family. Take care of them and make time for them.