

**Texas Military Department Regulation 10-01**

**Organizations and Functions**

# **Texas Military Department Terms of Reference (ToR)**

**Office of the Adjutant General,  
Texas Military Department,  
Joint Force Headquarters,  
Austin, Texas 78763-5218  
1 October 2016 (Rescinded)**

**UNCLASSIFIED**

Office of the Adjutant General  
Texas Military Department  
Joint Force Headquarters  
Post Office Box 5218  
Austin, TX 78763-5218  
1 October 2016

Texas Military Department  
(TMD) Regulation 10-01

## TEXAS MILITARY DEPARTMENT TERMS OF REFERENCE

---

By Order of the Adjutant General:

JOHN F. NICHOLS  
Major General, TXANG  
Adjutant General

Official  
KATHERINE M. BROWN  
CW3, TXANG  
SIG - Policy



---

**Summary.** This regulation updates the terms of reference for all components within the Texas Military Department (TMD).

**Applicability.** This regulation applies to all components of TMD.

**Proponent and exception authority.** The proponent of this publication distribution regulation is the Strategic Initiatives Group (SIG). Within the publication on the following pages, the proponent, means the drafter of the publication to be distributed.

**Management control process.** This regulation does not contain management control provisions.

**Supplementation.** Supplementation of this publication and establishment of command and local forms is prohibited without prior approval from the Strategic Initiatives Group (SIG), ATTN: NGTX-JSI, P.O. Box 5218, Austin, TX 78763-5218.

**Suggested Improvements.** Users are invited to send comments and suggested improvements concerning this regulation on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Strategic Initiatives Group (Policy), ATTN: NGTX-JSI, P.O. Box 5218, Austin, TX 78763-5218.

**Distribution.** A

---

## **Table of Contents** (Listed by paragraph and page number)

---

### **Chapter 1**

#### **Introduction**

Purpose – 1-1, *page 3*

References – 1-2, *page 3*

Explanation of Abbreviations and Terms – 1-3, *page 3*

Responsibilities – 1-4, *page 3*

### **Chapter 2**

#### **Terms**

Organizational Terms – 2-1, *page 3*

Position Terms – 2-2, *page 4*

Staff Terms – 2-3, *page 9*

Employment Terms – 2-4, *page 13*

Additional Terms – 2-5, *page 14*

### **Appendix A**

#### **References**

Section I – Required Publications, *page 15*

Section II – Related Publications, *page 15*

Section III – Prescribed Forms, *page 15*

Section IV – Referenced Forms, *page 15*

### **Table List**

Table 1-1 – Texas Military Department Organization Chart, *page 16*

**Glossary**, *page 17*

## **Chapter 1 Introduction**

### **1-1. Purpose**

In accordance with requirements of Texas Government Code §437, the Adjutant General (TAG) directs the following terms of reference to outline the purpose and structure of the TMD organization. Terms of reference guide service member and employee responsibilities. These terms blend the requirements and definitions of state and federal statute to enable unified efforts within the TMD. This regulation provides a mutual agreement under which TMD exercises authority or undertakes specific missions, tasks or endeavors relative to specified commands, departments, elements or units. Terms of reference serve as a directive to providing legitimacy and authority.

### **1-2. References**

Required and related references listed in Appendix A.

### **1-3. Explanation of Abbreviations and Terms**

Abbreviations and special terms used in this regulation are explained within the glossary.

### **1-4. Responsibilities**

The Strategic Initiatives Group (SIG) is the functional proponent and manager of this regulation.

## **Chapter 2 Terms**

### **2-1. Organizational Terms**

a. *Texas Military Department (TMD)*: The TMD is the executive portion of the Texas Military and consists of all staff directorates and component headquarters exercising control of military forces, facilities, installations, activities and functions under the supervision of TAG. TAG is the governing officer, policy maker, head of the department (Tex. Govt. Code §437.052), and Commander (CDR) of the Texas Military Forces (TXMF) (Tex. Govt. Code §437.001). TMD is the state agency charged with administrative activities in support of the TXMF (Tex. Govt. Code §437.001).

b. *The Department*: TMD.

c. *Texas Military Forces (TXMF)*: The Texas National Guard (TXNG), the Texas State Guard (TXSG) and any other military force organized under state law (Tex. Govt. Code §437.001).

d. *Texas National Guard (TXNG)*: The Texas Army National Guard (TXARNG) and Texas Air National Guard (TXANG) (Tex. Govt. Code §437.001).

e. *Texas Army National Guard (TXARNG)*: The TXARNG is comprised of TXARNG Headquarters, 36<sup>th</sup> Infantry Division, 71<sup>st</sup> Troop Command, and Recruiting and Retention Battalion.

f. *Texas Air National Guard (TXANG)*: The TXANG is comprised of TXANG Headquarters, 149<sup>th</sup> Fighter Wing, 147<sup>th</sup> Reconnaissance Wing, 136<sup>th</sup> Airlift Squadron and 254<sup>th</sup> Combat Communications Group.

g. *Domestic Operations Task Force (DOMOPS)*: A specified task force within Joint Force Headquarters (JFHQ) that provides direction and oversight for all operations supporting civilian authorities including emergency and disaster response. At the Texas Governor's request, provides Defense Support to Civil Authority (DSCA) Dual Status Command of Title 32 and Title 10 military forces. DOMOPS is comprised of the TMD Operational Staff, 136<sup>th</sup> Maneuver Enhancement Brigade, 176<sup>th</sup> Engineer Brigade and Joint Counter Drug Task Force.

h. *Joint Force Headquarters (JFHQ)*: Headquarters that conducts military operations through decentralized execution based upon mission-type orders for all TXMF units (JP 3-31).

i. *Texas State Guard (TXSG)*: The volunteer military force that provide community service and emergency response activities for the state, as organized under the Second Amendment to the United States Constitution and operating as a defense force authorized under 32 U.S.C. §109(c).

j. *Lines of Authority*: Also referred to as command channels. Lines of authority within TMD establishes the authority to direct individuals, units, or departments to perform actions within their scope and title. It includes the authority to make decisions or allocate resources, which are in the best interest of achieving TMD goals, objectives or missions.

k. *Key Relationships*: Refers to those departments, entities or stakeholders that directly coordinate between one another, to accomplish a specific mission or organizational requirement.

l. *TAG Command Staff*: Secretary of the General Staff (SGS), Aide-de-camp and Command Staff Executive Assistants.

m. *TAG Special Staff*: Consists of the Strategic Initiatives Group (SIG), Public Affairs Office (PAO), Government Affairs Office (GAO), Human Resource Office (HRO) and General Officer Management Office (GOMO)

n. *TAG Personal Staff*: Consists of the United States Property and Fiscal Officer (USPFO), Office of the General Counsel (OGC), Inspector General (IG) and Chaplain (CH).

## **2-2. Position Terms.**

a. *The Adjutant General (TAG)*. Employee of TMD, appointed by the Governor. TAG is

the military CDR of the TXMF (Tex. Govt. Code §437.001). Responsible for the overall leadership, management, accountability, and operations of the TXMF, including the transportation of troops, munitions, military equipment, and property within the state (Tex. Govt. Code §437.053). TAG is the governing officer, policy maker, and head of the TMD (Tex. Govt. Code §437.052).

(1) *Lines of Authority:* Command Senior Enlisted Leader – State (CSEL – State), Deputy Adjutant General (DAG) – Army, DAG – Air, Commander, TXARNG (CDR – TXARNG), Commander, TXANG (CDR – TXANG), Commander, Texas State Guard (CDR – TXSG), Commander, DOMOPS (CDR – DOMOPS), Director, Joint Staff TMD (DJS – TMD), Chief of Staff TMD (CoS – TMD) and Executive Director (ED).

(2) *Key relationships:* The Governor of Texas, Texas Governor’s CoS, Texas Veterans and Military Installation (VAMI) Committee, Texas Defense and Veterans Affairs Committee, Chairs of House and Senate Committees (state and federal), heads of Joint, Interagency, Intergovernmental and Multinational Organizations, Chief National Guard Bureau (CNGB), Adjutants General Association of the United States (AGAUS), National Guard Association of United States (NGAUS), Executive Director, National Guard Association of Texas (NGAT).

b. *Command Senior Enlisted Leader – State (CSEL – State).* The CSEL – State serves at the pleasure of TAG. Serves as primary enlisted advisor on matters pertaining to effective enlisted professional development, personnel management, training, health, moral or welfare. Assists and advises TAG to enhance TMD policies, strategies and workforce outreach. Serves as a liaison to Department of Defense (DoD), TMD and other state or territory CSEL(s). Coordinates and monitors information dissemination to the TMD workforce. Conducts routine unit and training site visits throughout the state in order to report unbiased field level perspectives to TAG.

(1) *Lines of Authority:* Command Sergeant Major (CSM) – TXARNG, Command Chief Master Sergeant (CCM) – TXANG, Senior Enlisted Leader (SEL) – DOMOPS, SEL – TXSG.

(2) *Key relationships:* TAG, DAG – Army, DAG – Air, CDR – TXARNG, CDR – TXANG, CDR – TXSG, DJS – TMD, CoS – TMD, ED, Command Chief Warrant Officer (CCWO), designated State Partnership Programs, CSEL(s) equivalents of Joint, Interagency, Intergovernmental and Multinational organizations, Senior Enlisted Leaders for National Guard Bureau (NGB), other state or territory CSEL personnel, TMD component Senior Enlisted Leaders.

c. *Deputy Adjutant General - Army.* Employee of TMD, appointed by the Governor to assist TAG. Performs assigned duties specific to the Army component. Is designated in TAG’s succession plan to perform TAG duties if he/she is deceased, absent or unable to act (Tex. Govt. Code §437.001). On behalf of TAG, meets with state, federal or local elected officials to report Army component readiness or collaborate required resources. May also serve in a dual role as the CDR – TXARNG.

(1) *Lines of Authority:* Assistant Deputy Adjutant General – Army (ADAG – Army) and CDR – TXARNG.

(2) *Key relationships:* TAG, CSEL – State, DAG – Air, CDR – TXARNG, CDR – TXANG, CDR – TXSG, DJS – TMD, CoS – TMD, ED, CCWO, CSM – TXARNG, designated State Partnership Programs, Director Army National Guard, other state or territory DAG-Army personnel, NGAUS, Executive Director NGAT.

d. *Deputy Adjutant General – Air.* Employee of TMD, appointed by the Governor to assist TAG. Performs assigned duties specific to the Air component. Is designated in TAG's succession plan to perform TAG duties if he/she is deceased, absent or unable to act (Tex. Govt. Code §437.001). On behalf of TAG, meets with state, federal or local elected officials to report Air component readiness or collaborate required resources. May also serve in a dual role as the CDR, TXANG.

(1) *Lines of Authority :* CoS - TXANG, Director of Staff (DoS) - TXANG.

(2) *Key relationships:* TAG, CSEL – State, DAG – Army, CDR – TXARNG, CDR – TXANG, CDR – TXSG, DJS – TMD, CoS – TMD, ED, CCM – TXANG, designated State Partnership Programs, Director Air National Guard (ANG), other state or territory DAG-Air personnel, NGAUS, Executive Director NGAT.

e. *Assistant Deputy Adjutant General (ADAG)– Army.* Serves at the pleasure of TAG. Performs assigned duties to assist the appointed DAG-Army. Designated in the DAG-Army succession plan to perform his/her duties if the DAG-Army is deceased, absent or unable to act. On behalf of the DAG-Army, coordinates matters pertaining to TXARNG's personnel, training, logistics, readiness, recruitment or mobilization in accordance with federal or state statues, standards, policies and guidance.

(1) *Lines of Authority:* As delegated by TAG or DAG – Army.

(2) *Key relationships:* DAG – Army, DAG – Air, CDR – TXARNG, CDR – TXANG, CDR – TXSG, DJS – TMD, CoS – TMD, ED, CCWO, CSM – TXARNG, designated State Partnership Programs, NGB Staff, other state or territory DAG-Army personnel.

f. *Commander, TXARNG (CDR-TXARNG).* Serves at the pleasure of TAG. Is the higher headquarters CDR for all assigned or attached TXARNG units within the state. Responsible for recruiting, organizing, manning, equipping, training, educating and evaluating assigned or attached TMD Army component units. Exercises training readiness authority for TXARNG Major Subordinate Commands (MSCs) and subordinate units designated for federal activation, mobilization or deployment. Responsible for coordination with other components and staff elements within JFHQ. Oversees TMD Army component readiness to support governor requested DSCA capabilities. Responsible for resource management, program administration and policy development to support current and future resource requirements of the TXARNG. Represents the TMD and TXARNG as directed by TAG.

(1) *Lines of Authority:* CSM – TXARNG, CCWO, CoS – TXARNG, 36<sup>th</sup> Infantry Division, 71<sup>st</sup> Troop Command, and Recruiting and Retention Battalion.

(2) *Key relationships:* TAG, CSEL – State, DAG – Army, CDR – TXANG, CDR – TXSG, DJS – TMD, CoS – TMD, ED, CCM – TXANG, designated State Partnership Programs, other state or territory ARNG CDRs.

g. *Commander, TXANG (CDR-TXANG).* Serves at the pleasure of TAG. Serves as the higher headquarters CDR for all assigned or attached TXANG units within the state. Responsible for recruiting, organizing, manning, equipping, training, educating and evaluating assigned or attached TMD Air component units. Exercises training readiness authority for TXANG subordinate units designated for federal activation, mobilization or deployment. Responsible for coordination with other components and staff elements within JFHQ. Oversees TMD Air component readiness to support governor requested DSCA capabilities. Responsible for resource management, program administration, and policy development to support current and future needs of the TXANG. Represents the TMD and TXANG and as directed by TAG.

(1) *Lines of Authority:* CCM – TXANG, DoS - TXANG, 149<sup>th</sup> Fighter Wing, 147<sup>th</sup> Reconnaissance Wing, 136<sup>th</sup> Airlift Wing, 254<sup>th</sup> Combat Communication Group.

(2) *Key relationships:* TAG, CSEL – State, DAG – Air, CDR – TXARNG, CDR – TXSG, DJS – TMD, CoS – TMD, ED, designated State Partnership Programs, other state or territory ARNG CDRs.

h. *Commander, Domestic Operations Task Force (CDR – DOMOPS).* Serves at the pleasure of TAG. Responsible for direction and oversight for all operations supporting civilian authorities including emergency and disaster response. At the Texas Governor's request, provides Defense Support to Civil Authority (DSCA) Dual Status Command of Title 32 and Title 10 military forces. DOMOPS is comprised of the TMD Operational Staff, 136<sup>th</sup> Maneuver Enhancement Brigade, 176<sup>th</sup> Engineer Brigade and Joint Counter Drug Task Force

(1) *Lines of Authority:* SEL – DOMOPS, CoS – DOMOPS, 136<sup>th</sup> Maneuver Enhancement Brigade, 176<sup>th</sup> Engineer Brigade and Joint Counter Drug Task Force.

(2) *Key relationships:* TAG, CSEL – State, DAG – Army, DAG – Air, CDR – TXARNG, CDR – TXANG, CDR – TXSG, DJS – TMD, CoS – TMD, ED, Texas Division of Emergency Management (TDEM), authorized elected officials.

i. *Commander, Texas State Guard (CDR-TXSG).* Appointed by the Governor. Responsible to TAG for ensuring the TXSG mission remains relevant and responsive as a force provider to the state of Texas. Responsible for welfare, strength, management, organization, training and administration of the TXSG (Tex. Govt. Code §437.301).

(1) *Lines of Authority:* SEL – TXSG, Army Component – TXSG, Air Component – TXSG, TXSG Medical Brigade, Maritime Regiment – TXSG.

(2) *Key relationships:* TAG, CSEL – State, DAG – Army, DAG – Air, CDR – Army, CDR – Air, DJS – TMD, CoS – TMD, ED, authorized state elected officials.

j. *Director Joint Staff TMD (DJS – TMD).* Serves at the pleasure of TAG. Responsible for coordinating the joint staff's operations, support, and communications systems. Oversees the management, accountability and oversight of the joint operational process. Synchronizes TXARNG, TXANG, TXSG and state partnerships to meet state, federal, joint, interagency, intergovernmental, and multinational mission requirements. May also serve in a dual role as the CDR – DOMOPS Task Force. Represents TMD as directed by TAG.

(1) *Lines of Authority:* TMD Operational Staff.

(2) *Key relationships:* TAG, CSEL – State, DAG – Army, DAG – Air, CDR – Army, CDR – Air, CDR – TXSG, CDR – DOMOPS, CoS – TMD, ED, Texas Division of Emergency Management (TDEM), authorized state elected officials.

k. *Chief of Staff TMD (CoS – TMD).* Employee of TMD serving at the pleasure of TAG, responsible for TAG's staff action processes, correspondence, policy and procedures. Directs general support staff efforts in support of TMD initiatives, policies or planning. Synchronizes all elements that report to the TAG's Command Staff. Exercises administrative control over TAG's personal and special staff members in order to support the TAG's intent and guidance. Serves as the primary coordinator for external TMD communication to other federal, state or military organizations.

(1) *Lines of Authority:* TAG Command Staff, TAG Personal Staff, TAG Special Staff.

(2) *Key relationships:* TAG, CSEL – State, DAG – Army, DAG – Air, ADAG – Army, CDR – Army, CDR – Air, CDR – TXSG, CDR – DOMOPS, DJS – TMD, ED, Component CoS, Texas Governor's CoS, federal and state elected officials, Military Legislative Assistants (MLAs) and Congressional Fellows.

l. *Executive Director (ED).* Serves at the pleasure of TAG. Responsible for the daily administration of State Support Staff's administration, activities and functions assigned by TAG. Responsible for the State Support Staff's state funded human resources and fiscal processes, correspondence, policy and procedures. Directs coordination efforts to support TMD initiatives, policies or planning.

(1) *Lines of Authority:* State Support Staff (Human Resources, Finance, Procurement, Business Services).

(2) *Key relationships:* TAG, DAG-Army, DAG-Air, DJS – TMD, CoS – TMD, EDs of Texas agencies; authorized state officials or governing boards.

### 2-3. Staff Terms.

a. *TAG Command Staff.* Internal staff serving directly under the authority of CoS –TMD. Includes the secretary of the general staff (SGS), aide-de-camp and executive assistants who assist TAG with support activities that are common to all components within TMD. Key Relationships:

b. *TAG Personal Staff.* In coordination with the CoS – TMD, assists and advises TAG on daily activities and requirements of TMD which include: CSEL – State, CoS – TMD, OGC, USPFO, IG and CH.

(1) *The Office of the General Counsel (OGC).* The OGC advises and assists TAG in all matters regarding legal services or support activities. Under the direction of the State Judge Advocate, full-time, legal advisor and representative to TAG and subordinate TMD components. Oversees all legal advice and opinions, internal and external, to TMD. Oversees all attorneys employed by TAG and ensures compliance with State Bar of Texas rules and regulations. Manages and oversees all legal support to TAG and TMD including, but not limited to: 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 and federal litigation to include matters, such as subpoenas, discovery, mediation, and court appearances. The OGC serves as the single point of contact for legal matters outside of TMD, including but not limited to: Department of Justice (DOJ), Office of the Governor's General Counsel, Texas Attorney General's Office, NGB General Counsel, and General Counsels for Texas State Agencies. Key relationships: DOJ, Office of the Governor's General Counsel, Texas Attorney General's Office, NGB General Counsel and General Counsels for Texas State Agencies.

(2) *United States Property and Fiscal Officer (USPFO).* A Title 10 active duty officer serving as an agent of the Secretaries of the Army and Air Force and responsible directly to Chief, NGB for receipt and accountability of all Federal funds and property of the US in the possession of the TXNG. Responsible for ensuring federal funds are obligated and expended in compliance with applicable statutes and regulations. Comprised of six primary functions: (1) financial management (including fiscal accounting, military pay, technician pay, vendor pay, voucher exam, government travel card, and travel), (2) Federal purchasing and contracting, (3) data processing (management and control of the federal data bases of record), (4) Federal grants and agreements (cooperative and support), (5) supply and services (including central issue facility, material management, property management, transportation and defense movement, and warehouse receiving and distribution), and (6) internal review. Assistant USPFOs are appointed to assist with fiscal, property, and real property accountability within each Air Wing. TXARNG & TXANG Program Managers are appointed to oversee proper obligation of sub-delegated funds. Through these functions, the USPFO works directly with, and supports TAG, in accomplishing TMD's mission, programs and priorities. Key relationships: CNGB, TAG, DAG-Army, DAG-Air, ADAG-Army, CDR DOMOPS, DJS, TMD CoS, TMD Component CoSs, DoS, ED.

(3) *Inspector General (IG)*. A Title 10 active duty officer serving as an agent of the Secretaries of the Army and Air Force, and responsible directly to TAG and Chief, NGB. The State IG communicates TAG's vision, intent, philosophy, and guidance to the other members of the IG Staff. The staff execute the four IG functions within TXMF based upon this guidance. The four functions are: inspections, investigations, assistance visits, teaching and training. The IG is a confidential adviser, problem solver and impartial fact-finder to TAG. Key relationships: TAG, TMD Senior Leadership, NGB IG, Department of the Army IG, Air Force-IG.

(4) *State Chaplain (CH)*. Advises and assists TAG in matters regarding religious affairs and support activities. Serves as the principal advisor for issues concerning the exercise of free religion, religious policy or procedures, and the spiritual wellness of the TXMF. Provides oversight, mentoring and career management counseling to all subordinate Unit Ministry Team (UMT) members. Oversees religious support resources for assigned, attached or operationally aligned TMD elements. Key relationships: TAG, TMD Senior Leadership, PAO, OGC, DOMOPS, NGB Chaplain's office

c. *TMD Special Staff*. Under the authority of the CoS – TMD, assists TAG with support activities that are common to all components within TMD including management, strategic initiatives, policies and regulations, public affairs, federal and state government affairs, federal full-time employees and general officer management.

(1) *Strategic Initiatives Group (SIG)*. Under the authority of the CoS – TMD, ensures the TMD strategic plan remains synchronized with current topics, future initiatives and higher headquarters planning documents. Conducts statewide analysis for strategic planning, engineering issues, program assessments, and program integration. Conducts and oversees the completion of research, detailed studies and prepares executive summaries, information papers, and briefings for internal and external audiences. Key relationships: TAG, CSEL – State, DJS – TMD, CoS – TMD, Army and Air DAGs, TMD component CoS(s) or DoS(s).

(2) *Public Affairs Office (PAO)*. Under the authority of the CoS – TMD, responsible for planning, overseeing, and executing public affairs communications strategies to educate and inform various audiences concerning the TMD's state and federal programs, responsibilities and activities. Provides the full range of effective public information, command information and community/media relations services to support the department statewide. Key relationships: Governor's Press Office, NGB PAO, other State PAOs, subordinate PAOs, and 100th Mobile Public Affairs Detachment (MPAD).

(3) *Government Affairs Office (GAO)*. Under the authority of the CoS – TMD, provides TAG with advice, guidance and recommendations on federal and state legislative issues affecting TMD. On behalf of TAG and senior military officials, GAO serves as the primary liaison between TMD and state and federal legislative bodies, key civic leaders and stakeholders, to provide educated information related to plans, programs, budget, policies, and activities related to TXMF. Key relationships: Texas Governor's Office, U.S. Congress, state legislature, NGB-Legislative Liaison (LL).

(4) *Human Resource Office (HRO) (Federal)*. Under the authority of the CoS – TMD, plans, directs and administers the human resource program for full-time personnel in both the Army and Air National Guard. HRO is the office with primary responsibility on all matters pertaining to manpower and human resource management for active guard reserve (AGR) program and military technicians (MILTECH) to include non-dual status (NDS) technicians. Oversees the recruitment and placement of AGRs and MILTECHs to include position classification and administration of compensation along with overseeing employee benefits and handling labor/employee relations for the department. Provides federal oversight for the Equal Employment Opportunity office. Key relationships: NGB-J1, ARNG-G1-HRM, ANG-A1M, Labor Organizations, CSEL – State, CoS – TMD, Component CoS(s) and DoS(s), Component J1/G1/A1, CCWO, OGC, ED.

(5) *General Officer Management Office (GOMO)*. Under the authority of CoS - TMD, contributes to organizational success by developing effective general officer managers, who support senior leaders, maximizing all general officer resources while ensuring integrity and compliance with all policies, regulations and law. Uncompromising commitment to quality and accuracy, while developing an open relationship with senior leaders based on mutual trust, respect and success in the general officer management arena. Provides TMD stakeholders with a transparent, accountable and fiscally responsible general officer management office. Key Relationships: Governors Appointment Office, National Guard Bureau (NGB) - GOMO, Department of the Army (DA) - GOMO, Air Readiness Center, Army Readiness Center, Protocol office at all installations worldwide; TMD Senior Leadership, GAO, PAO, Army G1.

d. *TMD Operational Staff*. Under the authority of the DJS – TMD, assists TAG with coordinating staff activities needed to support TMD’s contributions to joint, interagency, inter-governmental, and multinational requirements. Comprised of the operations, support and communications staff directorates, the joint staff performs and enables decision-making, planning and operational execution, personnel and logistical support, resource management, and emergency communications capabilities for DSCA and other state and federal missions as directed by TAG. Serves as primary conduit for interagency coordination with DoD entities, NGB joint staff, force providers and civilian authorities and operates the joint operations center (JOC).

(1) *Operations Directorate*. Under the authority of the CDR – DOMOPS, and supervision of DJS – TMD, provides direction to TMD’s only operational organization, the Domestic Operations Task Force conducting missions throughout Texas and Federal Emergency Management Agency (FEMA) Region VI during emergencies and disasters as part of DSCA and/or National Guard Support of Civil Authorities (NGSCA) as well as deployments in support of overseas mission assignments. Provides operational and planning support of state active duty and Title 32 forces for immediate and long-term DSCA response. Provides operational and planning support to subordinate brigades and task forces, overseas deployment training (ODT) missions, rehearsals, exercises, roundtables, as well as governmental and community engagements, and special security events. Key Relationships: Department of Homeland Security (DHS), Federal Bureau of Investigation (FBI), Army North, US Northern Command (NORTHCOM), US Southern Command (SOUTHCOM), US European Command (EUCOM), North Atlantic Treaty Organization (NATO), Operational Task Forces,

Homeland Response Force, Joint Counter Drug Task Force, TDEM, Department of Public Safety (DPS).

(2) *Support Directorate.* Under the authority of the CDR – DOMOPS and supervision of DJS – TMD, plans, organizes, and oversees the activities of the state J-1 and J-4. Provides personnel and logistical support for state active duty and Title 32 forces activated for immediate and long term DSCA response missions. Provides personnel and logistical planning support to subordinate brigades and task forces, ODT missions, rehearsals, exercises, roundtables, as well as governmental and community engagements, and special security events. Directs the Joint Logistics Operations Center (JLOC) activities in support of all DSCA responses. Provides training to subordinate brigades and supporting units. Captures personnel status' and logistical status' during all DSCA missions. Key relationships: CoS – TMD, HRO, Contracting, Comptroller, TXARNG Staffs, TXANG Staffs, Air Operations Center (AOC), IG, PAO, DOMOPS J – Staff, USPFO, GAO, State Operations Center (SOC), TDEM.

(3) *Information Directorate.* Under the authority of the CDR – DOMOPS and supervision of DJS – TMD, contributes to organization success by planning, resourcing and executing the TMD emergency communications operability, interoperability and spectrum management missions for all domestic operations and training events. Plans and manages command & control communications for the members of the TXMF needed for homeland defense, civil support, joint, civil-military, and Interagency missions including hurricanes, wildfires, floods; chemical, biological, radiological, nuclear, and explosives (CBRNE), border security and law enforcement. Leads the development of systems and processes for DSCA mission command communications and common operational picture (COP). Key Relationships: DPS Communications Service, TDEM Communications Coordinator; State of Texas Communications Coordination Group (CCG), FEMA Region 6 Communications Leader (COML); DHS Office of Emergency Communications (OEC).

e. *State Support Staff.* Under authority of the ED, state support staff employees work directly with and support the overall administrative efforts of the Office of the Executive Director (OED).

(1) *State Human Resources.* Under authority of the ED, the State Human Resources provides human resource services to employees who receive pay and benefits through the state and the supervisors of those employees. Human Resources drafts policies, provides benefit services and training, and supports TMD managers with key information related to ongoing employment and supervision such as hiring and employee evaluations. Human Resources also ensures the department meets its employment obligations. Key Relationships: OED Directors, State Auditor's Office, State Office of Risk Management, Employees Retirement System, Comptroller of Public Accounts, Texas Workforce Commission, all TMD offices with state employees, HRO, TXSG, Office of Personnel Management-Security, DOMOPS and Society for Human Resource Management.

(2) *State Finance.* Under authority of the ED, State Finance employees support all state-funded financial activity to include legislative appropriation requests and other matters related to financial reporting, budget, travel, pay, reimbursements, and accounts

payable/receivable. State Finance is organized under two main areas: financial services and budget. Key Relationships: OED Directors, TAG Executive Council, Office of the Governor (Criminal Justice Division), Legislative Budget board, Comptroller of Public Accounts, State Auditor's Office, DPS Finance, USPFO, DOMOPS, TXSG and Construction & Facility Management Office (CFMO).

(3) *State Procurement.* Under authority of the ED, State Procurement employees provide purchasing and contracting support to master cooperative agreement and state programs using state procurement procedures. TAG appoints the procurement director who, along with the ED, ensures compliance with applicable state and department procurement guidelines, procedures, and laws. Key Relationships: OED Directors, Comptroller of Public Accounts, Legislative Budget Board, Department of Information Resources, DOMOPS, CFMO, TXSG, TXARNG G1 and all other components and directorates using the state procurement process.

(4) *State Business Services.* Under authority of ED, State Business Services employees provide administrative support in three primary areas: information resources, strategic planning and internal audit. State Business Services is organized under three main areas: information technology, fleet management, and asset management. Key Relationships: OED Directors, State Auditor's Office, Department of Information Resources, contracted internal audit provider, contracted managed service provider, SIG, PAO, J6 – DOMOPS, G6 – TXARNG and J6 – TXSG.

## **2-4. Employment Terms.**

a. *Employee of the Department.* Full-time equivalents including state general revenue, state military technician, master cooperative agreement (MCA) employees, active guard and reserve Soldiers and Airmen, federal military technicians, and personnel on full-time National Guard duty for the purpose of organizing and administering the requirements of TMD.

b. *Employee of the State.* "Employee" means an individual, other than a state officer, employed by a state agency. "State agency" means a board, commission, department, or other agency in the executive branch of state government created by the constitution or a statute of the state.

c. *State General Revenue Employees.* State employees under the operational and/or administrative control of the ED.

d. *Master Cooperative Agreement State Employees.* Federally reimbursed state employees under the operational control of component commanders and administrative control of the ED.

e. *State Military Technician.* A state employee under the operational control of TAG and administrative control of the ED for the purpose of organizing, administering, instructing, or training of the TXMF. Requires membership in the TXMF.

f. *Federal Military Technician*. A TMD dual-status employee (both a federal employee as well as a member of the TXNG) that is funded by the Department of the Army or Air Force; employment is administered by TAG for the purpose of organizing, administering, instructing, or training of the TXNG or the maintenance and repair of supplies issued to the TXNG or the armed forces. Requires membership in the TXNG unless designated as a non-dual status position, and must wear the uniform appropriate for the member's grade and component of the armed forces (32 U.S.C. §709).

g. *Non-Dual Status Technician*. A civilian TMD employee, not requiring membership in the TXNG, that is funded by the Department of the Army or Air Force, and administered by TAG. Non-dual status technicians perform the same duties as dual-status technicians, and are subject to the limitations identified in 10 U.S.C. §10217 (32 U.S.C. §709).

h. *Active Guard and Reserve (AGR)*. A member of the TXNG performing active service for the purpose of organizing, administering, recruiting, instructing, or training the component (32 U.S.C. §502f).

i. *Full Time National Guard for Operational Support (FTNG-OS)*. A member of the TXNG performing active service for a period of 180 consecutive days or more for the purpose of organizing, administering, recruiting, instructing, or training the component (32 U.S.C. §502f2).

j. *State Active Duty (SAD)*. Members of the TXMF called to duty by the Governor and paid as state employees, not federal employees. (Tex. Govt. Code §437.001).

k. *Traditional National Guard Service Member (SM)*. A member of the TXARNG or TXANG, not in a full-time status (AGR, FTNG-OS) who performs duty only at Unit Training Assemblies (UTA) and during Annual Training (AT). Members who are technicians on state active duty are considered traditional SMs.

## **2-5. Additional Terms.**

a. *Components*. The TXARNG, TXANG, DOMOPS and TXSG.

b. *Unit*. Defines any organized group of TXMFs that has a designated CDR (Tex. Govt. Code §437.001).

c. *Operational Control (OPCON)*. The authority to perform those functions of command [supervision] over subordinate forces (employees) involving organizing and employing, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission (JP 1-02).

d. *Administrative Control (ADCON)*. Direction or exercise of authority over subordinates (employees) or other organizations in respect to administration and support (JP-1-02).

## **Appendix A References**

### **Section I Required Publications**

This section contains no entries.

### **Section II Related Publications**

**32 U.S.C. §109**

**32 U.S.C. §709**

**10 U.S.C. §12301**

**32 U.S.C. §502f**

**DoDD 5105.83**

National Guard Joint Force Headquarters – State (NG JFHQs-State)

**Joint Publication (JP) 1**

Doctrine for the Armed Forces of the United States

**Joint Publication (JP) 3-31**

Command and Control for Joint Land Operations

**Joint Publication (JP) 3-0**

Joint Operations

**PPOM #16-001**

Personnel Policy Operational Memorandum

**TEXAS Government Code**

Chapter 437

### **Section III Prescribed Forms**

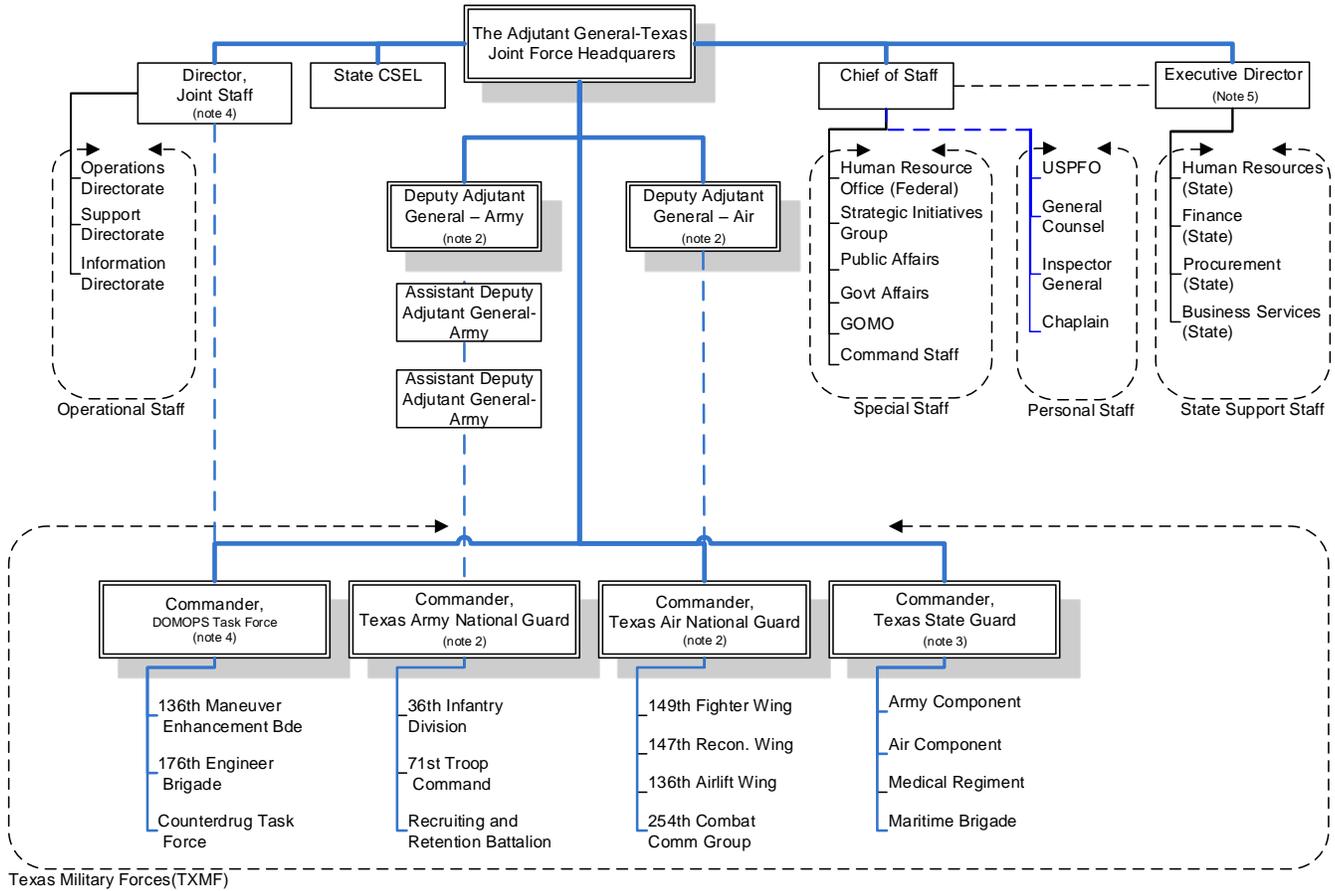
This section contains no entries.

### **Section IV Referenced Forms**

This section contains no entries.

**Table 1-1  
TMD ORGANIZATION CHART**

**TEXAS MILITARY DEPARTMENT**



1. The Adjutant General is appointed by the governor and confirmed by the Senate to serve as the governing officer, policy maker, and head of the Texas Military Department (Sec 437.053) as well as the commander of the Texas Military Forces (32 U.S.C.)  
 2. Upon the recommendation of the Adjutant General, the Deputy Adjutants General Army and Air are appointed by the governor to assist the adjutant general (Sec 437.057) and may also serve as commanders of their respective National Guard components (32 U.S.C.)  
 3. Upon the recommendation of the Adjutant General, the Commander, Texas State Guard is appointed by the governor to train and administer the state guard and provide forces to commander, Domestic Operations Task Force for emergency response operations (Sec 437.301)  
 4. The Director, Joint Staff is also designated by the adjutant general as Commander, Domestic Operations Task Force to provide direction and oversight of Texas Military Forces throughout Texas and FEMA Region VI during emergencies and disasters.  
 5. The Executive Director, Texas Military Department (Sec. 437.101) serves at the pleasure of the adjutant general and is responsible for the daily administration of the state agency, administration of state employees including those supporting components of the Texas Military Forces, and ensuring operational compliance with cooperative agreements between the department and the National Guard Bureau

## **Glossary**

### **ADAG**

Assistant Deputy Adjutant General

### **ADCON**

Administrative Control

### **AGTX**

Adjutant General of Texas

### **AGR**

Active Guard Reserve

### **ANG**

Air National Guard

### **AR**

Army Regulation

### **ARNG**

Army National Guard

### **AGAUS**

Adjutant Generals Association of the United States

### **CCWO**

Command Chief Warrant Officer

### **CDR**

Commander

### **CH**

Chaplain

### **CNGB**

Chief National Guard Bureau

### **CoS**

Chief of Staff

### **CSEL**

Command Senior Enlisted Leader

**DA**

Department of the Army

**DAF**

Department of the Air Force

**DAG**

Deputy Adjutant General

**DHS**

Department of Homeland Security

**DoD**

Department of Defense

**DOJ**

Department of Justice

**DOS**

Department of State

**DoS**

Director of Staff

**DOMOPS**

Domestic Operations

**DJS**

Director, Joint Staff

**DSCA**

Defense Support to Civil Authority

**ED**

Executive Director

**FEMA**

Federal Emergency Management Agency

**FTNG-OS**

Full Time National Guard for Operational Support

**GOMO**

General Officer Management Office

**GAO**

Government Affairs Office

**HRO**

Human Resource Office

**IG**

Inspector General

**IRM**

Information Resource Manager

**JFTX**

Joint Force Texas

**JFHQ**

Joint Force Headquarters

**JOC**

Joint Operations Center

**JP**

Joint Publication

**MCA**

Master Cooperative Agreement

**MILTEC**

Military Technician

**MLA**

Military Legislative Assistant

**MPAD**

Mobile Public Affairs Detachment

**MSC**

Major Subordinate Command

**NG**

National Guard

**NGAT**

National Guard Association of Texas

**NGAUS**

National Guard Association of United States

**NGB**

National Guard Bureau

**NDS**

Non Dual Status

**OAG**

Office of the Adjutant General

**OED**

Office of the Executive Director

**OGC**

Office of the General Counsel

**OPCON**

Operational Control

**PAO**

Public Affairs Office

**SAD**

State Active Duty

**SEL**

Senior Enlisted Leader

**SGS**

Secretary of the General Staff

**SIG**

Strategic Initiatives Group

**SJA**

Staff Judge Advocate

**SM**

Service Member

**TAG**

The Adjutant General

**TDEM**

Texas Division of Emergency Management

**ToR**

Terms of Reference

**TXNG**

Texas National Guard

**TXANG**

Texas Air National Guard

**TXARNG**

Texas Army National Guard

**TMD**

Texas Military Department

**TXMF**

Texas Military Forces

**TXSG**

Texas State Guard

**UMT**

Unit Ministry Team

**USAF**

United States Air Force

**USPFO**

United States Property and Fiscal Office

**VAMI**

Veterans and Military Installations

**UNCLASSIFIED**