



State of New Jersey
DEPARTMENT OF MILITARY AND VETERANS AFFAIRS
POST OFFICE BOX 340
TRENTON, NJ 08625-0340

PHILIP D. MURPHY
Governor
Commander-in-Chief

TAHESHA L. WAY
Lieutenant Governor

★
YVONNE L. MAYS
Brigadier General
The Adjutant General

TAG POLICY 25-01*

8 March 2025

THE ADJUTANT GENERAL'S PHILOSOPHY

1. **Purpose.** As the Adjutant General of New Jersey and Commissioner of Military and Veterans Affairs, I am committed to building teams of dedicated professionals to serve the people of New Jersey and the United States. Whether at home or overseas, in a veterans' facility, or on a flight line, the Citizen-Soldiers, Citizen-Airmen, and Civilians who power our success are warfighters and public servants. This document outlines my philosophy and vision for our organization. You are encouraged to use this guidance to guide you as you enforce and uphold standards and understand my overall intent in the absence of a specific policy.

2. **Vision.** The New Jersey Department of Military and Veterans Affairs will be ready, relevant, and engaged in our communities, focusing on people, readiness, partnerships, modernization, and transformation.

3. **Mission.** Provide highly trained, professional, and ready forces—prepared for rapid response to various civil and military operations—while providing exemplary services to New Jersey Service Members, Veterans, and their families.

4. **Priorities.**

a. **People**

(1) **We Live Our Core Values.** Leaders are responsible for cultivating an organizational culture devoid of anything that contradicts our core values. Across our organization, we will foster an environment which develops subordinates into active leaders whose actions, regardless of branch of service or civilian status, reflect the Army Values (Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage) and the Air Force Core Values (Integrity First, Service Before Self, and Excellence in All We Do).

(2) **People First and Always.** The success of our military and civilian missions results from the hard work of the individuals who animate this great organization. I expect leaders at every level to take care of their people. Our people are the key to our success. Leaders will be humble, approachable, and credible. I expect every person to be treated with dignity and respect. We will be cognizant of our decisions' impact on those we lead and serve beside. There is zero tolerance for discrimination, sexual harassment, or assault.

*** - This TAG Policy Letter supersedes TPL 21-02, dated 13 July 2021.**

(3) To build elite organizations, we aim for a 1% daily improvement. Leaders are encouraged to accept reasonable risks and develop innovative approaches to fulfill NJDMAVA's mission. We will cultivate ethical leaders who foster mutual trust, create shared understanding, solve problems, and ensure open and transparent communication with those they lead. This is one of our organization's most significant challenges; active leadership is key to overcoming it. Shifting our culture requires rigorous reflection and self-assessment. In performing our duties, we will be honest and forward-thinking and hold ourselves and others accountable.

b. Readiness

(1) Our commitment to continuous improvement in individual maintenance, physical fitness, medical and personal readiness, and professional military education is essential to building and sustaining elite warfighting teams. These teams embody our mantra of being locally engaged and globally prepared—always ready and always there to conduct overseas contingency operations and support domestic missions.

(2) All leaders will prioritize investments in enhancing force protection and active threat prevention measures. We will continue to incorporate lessons learned from previous State and Federal responses to address vulnerabilities related to known and emerging threats. Emergency preparedness training will be a core competency for leaders across NJDMAVA. At the organizational level, we will review, modify, and rehearse emergency operations procedures to ensure our Continuity of Operation/Continuity of Government (COOP/COG) plan remains relevant.

c. Partnerships

(1) Given today's complex strategic environment, the State Partnership Program and New Jersey's military-to-military and civilian-to-civilian engagements with the Republic of Albania and Republic of Cyprus are vital to our State and Nation. Our continued collaboration, teamwork, integration, and interoperability strengthen these partnerships and the national security of the United States.

(2) Stronger Together. We will leverage the impressive constellation of public, private, and non-profit organizations that support Garden State Service Members, Veterans, and their families to create a stronger tomorrow for all we serve. Collaboration with entities with a shared mission of caring for those who cannot care for themselves and providing access to basic necessities, including permanent housing for Veterans experiencing homelessness.

d. Modernization

(1) Fight for the Future. The National Guard serves as the primary combat reserve for both the Army and the Air Force. We will advocate for modern units, equipment, and capabilities to ensure that our warfighters can effectively compete with, deter, and overcome any adversary, natural or man-made disaster. Ours is a no-fail mission. Our ability to deploy a lethal and ready force depends on our actions today. As the Army and Air Force modernize, so will the New Jersey National Guard, to become a larger part of a smaller force. We will systematically prepare our organization for upcoming changes in missions and force structure. We will advocate for Naval Weapons Station Earle, Joint Base McGuire-Dix-Lakehurst, and Picatinny Arsenal. I expect all leaders to support this ongoing effort.

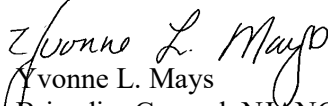
(2) Enhanced Outcomes. Modernization applies to those of us in uniform and our civilian workforce. We will embark upon ambitious capital improvements at our Menlo Park and Paramus Veterans Memorial Homes. We will enhance medical outcomes by procuring technology and upgrading medical equipment and beds for our Menlo Park, Paramus, and Vineland residents. We will complete the expansion of the Brigadier General William C. Doyle Veterans Memorial Cemetery to ensure we maintain the capacity to inter Garden State heroes in a dignified final resting place.

e. Transformation

(1) Developing Warfighters. Serving in the armed forces is a hard-earned privilege. Serving is not easy; if it was, everyone would do it. At times, it can be challenging. As military professionals, we must acknowledge the massive transformation that the force has undergone and identify ways to excel in a new, more demanding environment. At a fundamental level, our job is to prepare ourselves and others to engage with and defeat the enemies of the United States. We will rise to the challenge by fostering a culture rooted in warrior ethos and demonstrate a willingness to coach, listen, and learn from others. My desired end state is a force that is lethal, deployable, and ready to protect and preserve lives and property, mitigate the suffering of our fellow New Jerseyans in the event of natural or manmade disasters, and fight to protect the United States of America.

(2) Elevating Veterans. Today, New Jersey is investing more, doing more, and achieving more for Veterans and their families than ever before. I will take every opportunity to highlight the significant progress we have made in providing State-delivered benefits, programs, and services. Our goal is to continually improve. I aim to ensure that all New Jersey Veterans have access to and receive the Federal and State benefits they have earned. We will also serve as a resource for those seeking these benefits, ensuring that the heroes entrusted to our care are healthy, safe, and empowered.

Local to Global
Always Ready, Always There


Yvonne L. Mays
Brigadier General, NJANG
The Adjutant General and Commissioner

DISTRIBUTION: A, B, C, D, E, F