

**Texas Senior Military Leader Internship Program  
Draft Discussion Paper**

**Background**

Texas is home to 15 military installations plus the Army's Futures Command, hosting an estimated 112,600 military personnel, 60,000 spouses, and their families annually. Most of these facilities have a Transition Assistance Program, and process military personnel separating from active duty. Starting a new career, regardless of the service members rank, is daunting and challenging.

In Texas, each branch of the U.S. Military on their respective installations, conducts their Transition Assistance Program in a similar method as the other branches of service or installation. However, there are differences in how these programs are conducted particularly for the different ranks of transitioning service members.

Junior Enlisted, mid-grade Non-Commissioned Officers, Junior Warrant Officers, and Junior Officers are allotted more time by command policy to attend Transition Assistance Program initiatives such as the Army Career Skills Program or the Department of Defense SkillBridge Program. There are multiple programs design for these categories of service members. Senior level Non-Commissioned Officers, Senior Warrant Officers, Field Grade, and General Officers are allotted less time by command policy or current responsibilities to participate in the DoD SkillBridge Program or other programs designed for them to merge their military skills and education into the civilian labor market. This is a common issue on all active-duty Texas military installations.

This is a particular issue at Joint Base San Antonio (JBSA). JBSA is a joint base. It is more heavily laden with Senior level Non-Commissioned Officers, Senior Warrant Officers, Field Grade, and General Officers due to the nature of JBSA's mission.

For the 1<sup>st</sup> quarter of calendar year 2025, January 1<sup>st</sup>, 2025, through March 31<sup>st</sup>, 2025, 187 Officers and Warrant Officers retired or separated from the JBSA. During this same time, 1,135 enlisted service members retired or separated from the military at JBSA. JBSA is a transient installation for junior enlisted since it is the Medical Training Center for the U.S. Armed Force. It is estimated that 567 senior Non-Commissioned Officers retired from JBSA during this quarter.

Based on this data supplied by the 502<sup>nd</sup> Force Support Group at JBSA, over 2,200 Senior level Non-Commissioned Officers and 748 Senior Warrant Officers, Field Grade, and General Officers retire from JBSA every year on average.

**Issue 1: An Executive C-Suite Internship pilot program is needed for Senior level Non-Commissioned Officers, Senior Warrant Officers, Field Grade, and General Officers retiring from JBSA.**

There are 425 retired General Officers in the greater San Antonio metropolitan statistical area (MSA). This is one category of senior level retirees that has contributed to a situation of over saturation of retired Senior level military service members working in Executive C-Suite positions for major employers in San Antonio. This is causing a lack of opportunities for

1 transitioning military senior leaders to conduct an internship in executive C-suite internships in  
2 San Antonio.

3  
4 Creating a unique Executive C-Suite Internship program for Senior Military Leaders  
5 transitioning from the military is one solution to providing these highly talented, educated, and  
6 dedicated military leaders with internship opportunities to merge their military leadership and  
7 experience into civilian workforce in executive C suite positions.

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9 The program would consist of the following major parts.

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11 Recruiting major Texas employers from across the state to participate in the Texas Senior  
12 Military Leader Internship Program. This will work best with a TWC Program Champion that  
13 will help recruit Texas employers and conduct stakeholder meetings in Houston, Dallas, Austin,  
14 El Paso, and San Antonio to discuss best practices, issues, and challenges on the overall  
15 program. The program should be easy for employers and their executives to participate. The  
16 program should have a decal or logo that recognizes the employer and highlights their efforts in  
17 hiring this highly talent pool of senior military leaders.

18  
19 Participating employers would be executives from the C-suite who are willing to coach and  
20 mentor the transitioning senior level military leaders and assist them in merging their military  
21 leadership and experience into the C Suite methods of conducting business. This would also  
22 include setting realistic expectations for the senior military leaders. This includes salary,  
23 promotions, and reduction in force. This is a very important that senior military leaders  
24 understand gain a better understanding of how major corporations are ran and how the structure  
25 of C suite works.

26  
27 Senior military leaders will undergo training in how to build their personal brand and the  
28 importance of networking. They would learn the keen insight on how to establish their social  
29 media presence and how to use social media for networking. Senior military leaders will use the  
30 information they gained in establishing their Linked In Profiles and practice face to face  
31 networking skills at job fairs. Resume and interviewing for C suite positions would also be  
32 trained.

33  
34 Create internship opportunities for senior military leaders with participating employers in C suite  
35 positions. These internship opportunities would mirror C suite executives in their roles. The C  
36 suite executives would continue their coaching and mentoring during the internship. These  
37 positions could include Chief Financial Officer, Chief Operating Officer, Chief Commercial  
38 Officer, Chief Information Officer, Chief Marketing Officer, Chief Technology Officer, Chief  
39 Revenue Officer, Chief Product Officer, Chief Customer Officer, Chief Data Officer, Chief of  
40 Staff, Chief Compliance Officer, and Chief Sustainability Officer as examples. The internship  
41 would last between 30 to 60 days. Participating employers would have to enter into an MOU  
42 with a dedicated organization who is already an approved DoD SkillBridge Program that is part  
43 of the JBSA Alliance. It is mandatory for an employer to participate in the SkillBridge program  
44 at JBSA to be DoD approved. This organization is DoD approved and is the clearing house for  
45 employers who are conducting Internships for multiple companies who have transitioning  
46 service members from JBSA participating in the Skillbridge Program. The entire idea of this, is

1 to make easy for employers to participate in the over Senior Military Leader program. Upon  
2 completion of the internship program, the senior military leader should be polished and highly  
3 competitive due to their ability to merge their military leadership, education and training with  
4 the civilian C suite skills they learned.

5  
6 **Decision Points**

7 TWC should create a C-Suite Internship Program for Senior Military Leaders transitioning from  
8 the military at JBSA. This would be a pilot program lasting from September 2025 through  
9 August 2027. If the program is successful, it would be replicated at other Texas military  
10 installations. Staff recommends the use of \$ 500,000 in Workforce Innovation and Opportunity  
11 Act (WIOA) statewide funds to establish the Military Senior Leader Internship Program. The  
12 program should be placed under the Texas Veterans Leadership Program for administrative  
13 purposes to include coordinating with all partners participating in the program. Funding would  
14 be used to cover the costs of employer outreach, networking events, stakeholder meetings, and  
15 travel expense.