



NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

CNGB DTM 5004.00
NGB-J5
30 July 2024

MEMORANDUM FOR THE NATIONAL GUARD

Subject: National Guard Enterprise Governance System

References: See Attachment C.

1. Purpose. This Chief of the National Guard Bureau (CNGB) Directive-Type Memorandum (DTM) establishes interim policy and procedures for the National Guard (NG) Enterprise Governance System in accordance with (IAW) reference a and reference b.
2. Cancellation. This CNGB DTM cancels and replaces CNGB Charter, "CNGB Management Action Group (CMAG)" 11 December 2023.
3. Applicability. This CNGB DTM applies to the Office of the CNGB, the Army National Guard (ARNG), Air National Guard (ANG), and National Guard Bureau (NGB) Joint Staff (NGBJS) Directorates, The Adjutants General (TAGs) of the States and Territories, and the Commanding General of the District of Columbia National Guard, and representatives when assigned to various General Officer Advisory Councils (GOACs), IAW reference c and reference d. The positions and entities in this paragraph are hereinafter collectively referred to as "NG".
4. Policy. It is NGB policy that governance and decision processes be coordinated through a transparent, collaborative, and synchronized framework of governance forums promoting unity of effort that integrates civilian and military perspectives, efficiently and effectively develops, coordinates, and implements policies and programs, and readily shares information across the National Guard enterprise IAW reference a. These tiered forums (see Attachment B) will evaluate matters before elevating them to the next level governance forum for consideration. This policy does not impact current or ongoing internal Office of the CNGB, ARNG, ANG, NGBJS, State, Territory, or District of Columbia governance forums.
5. Responsibilities. See Attachment A.
6. Procedures. See Attachment B.
7. Information Collection Requirements. Collection of information, if applicable, will be conducted IAW reference e and reference f.

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8. Definitions. See Attachment D.

9. Releasability. This CNGB DTM is approved for public release; distribution is unlimited. It is available at <<https://www.ngbpmc.ng.mil/>>.

10. Records Management. This CNGB DTM and all records created as a result, regardless of media and format, must be managed in accordance with the NGB Records Management Program.

11. Compliance. Per the CNGB 5000.01 Issuance Series, the proponent will review this CNGB DTM annually on the anniversary of its effective date to either confirm the action has been completed, incorporate the directive into a CNGB Instruction, CNGB Manual, or to update and extend the CNGB DTM's continued applicability, validity, and consistency with Federal, Department of Defense, and NGB policy.



DANIEL R. HOKANSON
General, USA
Chief, National Guard Bureau

Attachments:
As stated

ATTACHMENT A

RESPONSIBILITIES

1. Vice Chief of the NGB. The Vice Chief of the NGB will serve as the Chair of the Guard Management Advisory Group (GMAG) and is authorized to provide guidance and make decisions on behalf of the CNGB on matters involving non-Federalized NG forces and on other matters as determined by the Secretary of Defense.
2. NGB Director of Staff. The NGB Director of Staff will serve as the Chair of the Guard Management Board (GMB) and is authorized to make decisions on internal policy, plans, processes, positions, procedures, and cross-functional matters as they pertain to the NGBJS.
3. NGB Vice Director of Staff. The NGB Vice Director of Staff will serve as the Chair of the Guard Planning Board (GPB) and is authorized to make decisions on behalf of the NGB Director of Staff on internal policy, plans, processes, positions, procedures, and cross-functional matters as they pertain to the NGBJS.
4. Director of the ARNG. The Director of the ARNG will:
 - a. Serve as the Chair of the Director's Decision Forum and is authorized to make decisions on internal policy, plans, processes, positions, procedures, and cross-functional matters as they pertain to the ARNG IAW reference g.
 - b. As a standing member of the governance system, participate in forums and discussions and will submit matters to the appropriate forum for consideration, as outlined in Figure 1.
5. Director of the ANG. The Director of the ANG will:
 - a. Serve as the Chair of the ANG Decision Forums and is authorized to make decisions on internal policy, plans, processes, positions, procedures, and cross-functional matters as they pertain to the ANG.
 - b. As a standing member of the governance system, participate in forums and discussions and will submit matters to the appropriate forum for consideration, as outlined in Figure 1.
6. Directors of the NGBJS Directorates. The Directors will, as standing members of the governance system, participate in forums and discussions and submit matters to the appropriate forum for consideration.
7. NGB GOAC Members. An NGB GOAC is an advisory committee or council established to participate in the governance system processes to advise the CNGB on governance matters IAW reference c. The GOAC is designed to synchronize the 54

TAG's role as advisors without participating in multiple councils. The NGB GOAC is comprised of advisory councils that support the CNGB, Directors, Joint Staff, Director of the ARNG and the Director of the ANG.

a. CNGB Executive Advisory Council. Comprised of five TAGs, to advise the CNGB and make recommendations on executive decisions or matters pertaining to CNGB responsibilities in law and policy.

b. NGB Joint Staff TAG Advisory Council. Co-chairs are comprised of one TAG and one Director, NGBJS, that has office of primary responsibility involving the matter. Additional members may consist of no more than two Assistant TAGs, NGB Directorate General Officers, and a selected Colonel from the State to serve as an executive secretary.

c. ARNG Readiness Advisory Council. TAGs or General Officers selected by the Director of the ARNG to advise on ARNG matters pertaining to their responsibilities in law and policy.

d. ANG Strategic Planning System. Air Directorate Field Advisory Councils comprised of TAGs or other General Officers, and other Service-specific committees selected by the Director of the ANG to advise on ANG matters pertaining to their responsibilities in law and policy.

e. Non-CNGB Advisory Councils. Created outside this construct are not considered as part of the NGB GOAC construct and any charters must be approved by the NGB Director of Staff.

f. Other Councils. Councils involving general officers to address matters in an executive or an oversight capacity will include no more than two TAGs.

8. Director of the Directorate of Management and Administration. The Director of the Directorate of Management and Administration will:

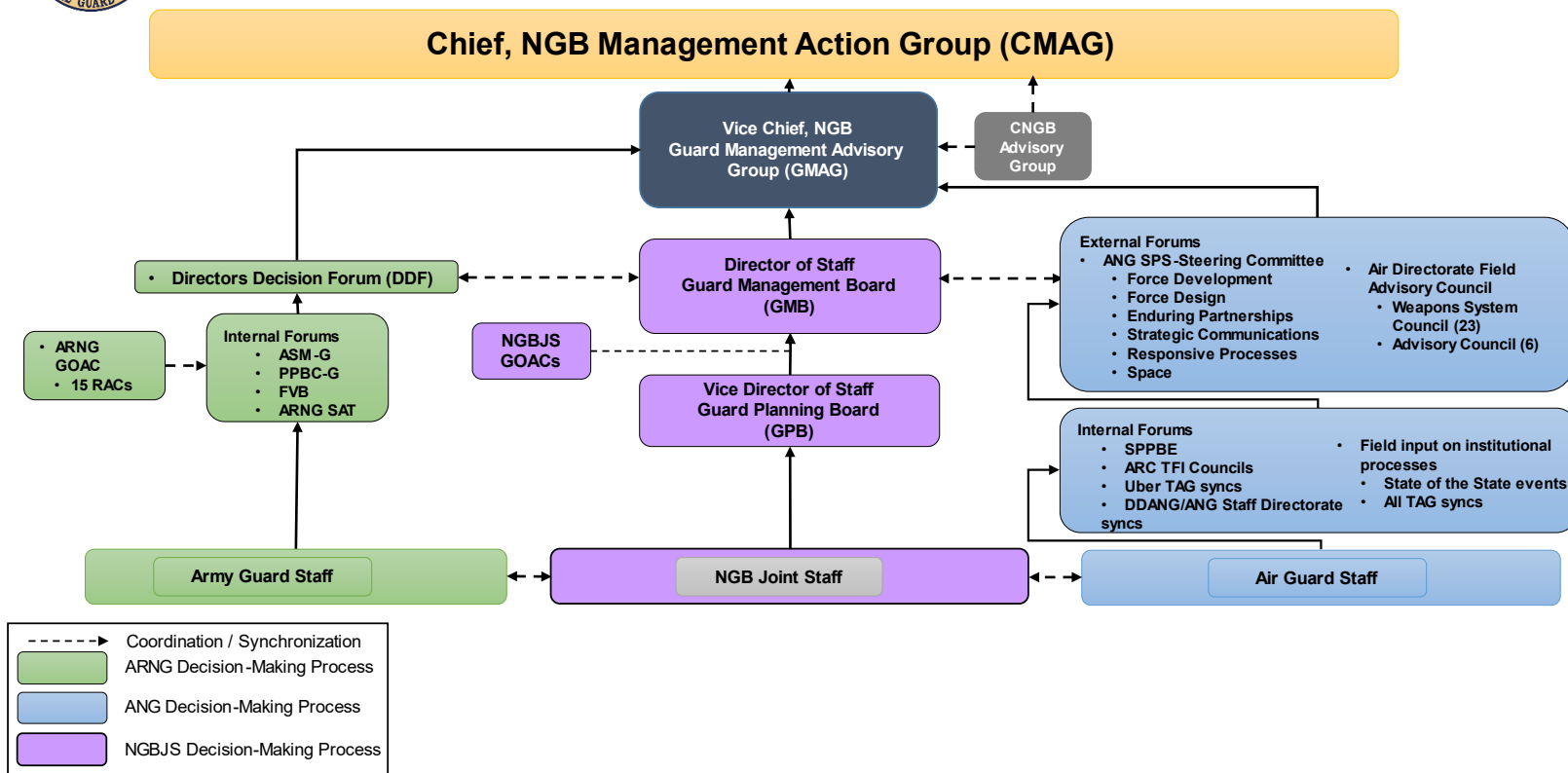
- a. Serve as the executive secretariat for the GMAG and CMAG forums.
- b. Review and select topics to be briefed for the organizational level forums.
- c. Provide presenters with briefing templates, consolidated read-ahead material, and meeting notes.
- d. Provide administrative and meeting support to the CNGB and the Vice Chief of the NGB for senior governance forum execution, as required.
- e. Provide support for each executive level governance forum's meeting execution, attendance management, and follow-up.

9. Director of NGB Strategy, Policy, Plans, and International Affairs. The Director of NGB Strategy, Policy, Plans, and International Affairs will:

- a. Serve as the executive secretariat for the GPB and GMB.
- b. Review and select topics to be briefed for the organizational level forums.
- c. Provide presenters with briefing templates, consolidated read-ahead material, and meeting notes.
- d. Provide administrative and meeting support for GPB and GMB forum execution, as required.
- e. Provide support to the Directorate of Management and Administration with meeting execution, attendance management, and follow-up for executive forums.



National Guard Enterprise Governance Process Flow



PRE-DECISIONAL DRAFT

POC: Mr. Anthony L. Cross / LTC Johnny Wandasan

CUI

CAO: 29 MAY 2024 0830

Figure 1. National Guard Enterprise Governance Process Flow

ATTACHMENT B

PROCEDURES

1. The NGBJS Decision-Making Process is a four-tiered, decision-making governance process, examining matters at the organizational level (Tier 3 and Tier 4) and raising specified matters that encompass multiple stakeholders and require CNGB input to executive level (Tier 1 and Tier 2), as needed. See Figure 2.

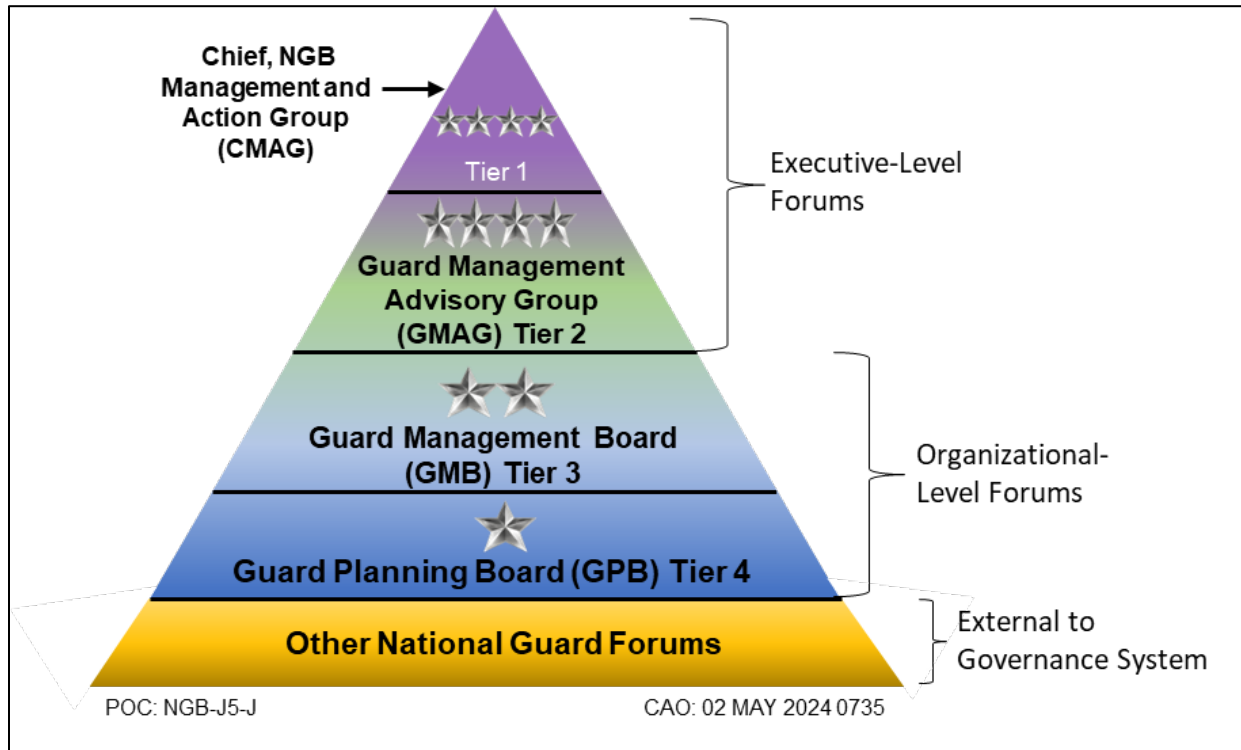


Figure 2. NGBJS Decision-Making Process

2. Organization-Level Forums. The GMB (Tier 3) and GPB (Tier 4) make organizational level decisions or integrate, consolidate, filter, refine, and prepare matters for CNGB decision.

a. GPB. The GPB (Tier 4) is the entry point to the NG Enterprise Governance System. The GPB evaluates submissions and, depending on their timeline and nature, may provide the requested guidance or decision, reject submissions for further development before resubmission, or advance submissions to the GMB. Meetings are held monthly. Standing members include Vice Directors or Deputy Directors of the NGBJS Directorates; Deputy Chief of Staff of the ARNG; NGB Director of Staff or Chief of Staff of the ANG Readiness Center; representatives from various GOACs; and requested guests.

b. GMB. The GMB (Tier 3) evaluates submissions and, depending on their timeline and nature, may provide the requested guidance or decision, reject submissions for further development before resubmission, or advance submissions to the GMAG. Meetings are held monthly. Standing members include Directors of the NGBJS Directorates; Deputy Director of the ARNG; Deputy Director of the ANG; representatives from various GOACs; and requested guests.

3. Enterprise Level Forums. The CMAG (Tier 1) and GMAG (Tier 2) serve to make enterprise-level decisions.

a. GMAG. The GMAG (Tier 2) evaluates submissions and, depending on their timeline and nature, may provide the requested guidance or decision, reject submissions for further development before resubmission, or advance submissions to the CMAG. Meetings are held monthly. Standing members include the Director of the ARNG; Director of the ANG; NGB Director of Staff; Directors of the NGBJS Directorates; representatives from various GOACs; and requested guests.

b. CMAG. The CMAG (Tier 1) evaluates submissions and provides guidance or decisions from the CNGB. Meetings are held quarterly or as needed. Standing members include Director of the ARNG; Director of the ANG; NGB Director of Staff; Directors of the NGBJS Directorates; representatives from various GOACs; and requested guests.

4. Other Forums. Forums throughout the NG or forums outside of the NG that the NG interacts with may feed the NG Enterprise Governance System, entering at the GPB.

ATTACHMENT C

REFERENCES

PART I. REQUIRED

- a. Department of Defense (DoD) Directive 5105.77, 30 October 2015, Incorporating Change 1, October 10, 2017, “National Guard Bureau (NGB)”
- b. DoD Directive 5105.79, 08 November 2021, “DoD Senior Governance Framework”
- c. Chief of the National Guard Bureau Instruction 5400.01, 17 August 2017, “National Guard Bureau Advisory Committee Management Program”
- d. DoD Directive 5105.83, 05 January 2011, Incorporating Change 2, 31 March 2020, “National Guard Joint Force Headquarters–State (NG JFHQs-State)”
- e. DoD Manual 8910.01 Volume 2, 30 June 2014, Incorporating Change 3, 18 February 2022, “DoD Information Collections Manual: Procedures for DoD Public Information Collections”
- f. Chief of the National Guard Bureau Instruction 5001.01, 05 December 2016, “National Guard Bureau Records Management Program”
- g. Army National Guard, Annex 3 to General Order No. 2022-02, 13 October 2023, “Army National Guard Governance System”

PART II. RELATED

- h. DoD Dictionary of Military and Associated Terms, April 2024
- i. “Stakeholder.” Merriam-Webster.com Dictionary, Merriam-Webster, <<https://www.merriam-webster.com/dictionary/stakeholder>>, Accessed 10 May 2024

ATTACHMENT D

GLOSSARY

PART I. ACRONYMS

ANG	Air National Guard
ARNG	Army National Guard
CMAG	Chief of the National Guard Bureau Management Action Group
CNGB DTM	Chief of the National Guard Bureau Directive Type Memorandum
GMB	Guard Management Board
GMAG	Guard Management Advisory Group
GOAC	General Officer Advisory Council
GPB	Guard Planning Board
NGB	National Guard Bureau
NGBJS	National Guard Bureau Joint Staff
TAG	The Adjutants General

PART II. DEFINITIONS

Executive Secretariat -- The primary staffing element for a governance forum that provides support of all-meeting management, execution, and follow up. The executive secretariat, for Senior governance meetings, performs meeting room access control, attendance tracking, and long-term schedule distribution. (See reference b.)

General Officer Advisory Council -- A group consisting of National Guard general officers or Senior Executive Service members appointed to perform duties of an advisory nature (such as fact-finding, research, and analysis) in support of the Chief of the National Guard Bureau and the National Guard Bureau. (See reference c.)

Governance -- The structure, relationships, and interactions, among authorized and responsible stakeholders, that facilitate decision-making on an organization's policies, direction, and performance. (See reference b.)

Governance Forum -- An advisory and deliberative body that is formally constituted and meets regularly to support its chairs in formulating policy and directing the affairs of an institution. (See reference b.)

Joint Staff -- The staff of a Commander of a unified or specified command, subordinate unified command, joint task force, or subordinate functional component (when a functional component command will employ forces from more than one

Military Department), that includes members from the several Services comprising the force. (See reference h.)

Stakeholder -- In public affairs, an individual or group that is directly impacted by military operations, actions, and/or outcomes, and whose interests positively or negatively motivate them toward action. (See reference i.)