



CHIEF OF THE NATIONAL GUARD BUREAU INSTRUCTION

NGB-J3/4/7
DISTRIBUTION: A

CNGBI 3202.01B
24 November 2025

NATIONAL GUARD BUREAU CONTINUITY PROGRAM

References: See Enclosure B.

1. Purpose. This instruction establishes policy and assigns responsibilities for the National Guard Bureau (NGB) Continuity Program in accordance with reference a.
2. Cancellation. This instruction cancels and replaces its previous version, Chief of the National Guard Bureau (CNGB) Instruction 3202.01A, 22 April 2019, "National Guard Continuity Program."
3. Applicability. This instruction applies to all NGB elements including the NGB Joint Staff (NGBJS), the Office of the CNGB (OCNGB), the Army National Guard (ARNG) Directorate, the Air National Guard (ANG) Directorate, Department of the Army civilians, and Department of the Air Force civilians assigned to the NGB.
4. Policy. It is NGB policy to enhance emergency readiness through continuity of operations by maintaining an integrated NGB Continuity Program supporting the Department of War (DoW) and enabling CNGB Mission Essential Functions (MEFs). The CNGB is the directing and appointing authority for the NGB Continuity Program. The CNGB is the authority for NGB Continuity Program organizational elements. The Director of Operations (NGB-J3/4/7), as the CNGB-designated NGB Continuity Coordinator, is delegated the authority to approve NGB Continuity Program memorandums of agreement. The NGB Continuity Program:
 - a. Incorporates continuity requirements and risk management into all aspects of preparedness planning, operations, and day to day mission performance through risk-informed decisions that make our infrastructure, communities, and economy resilient to dynamic global threats and hazards.
 - b. Executes CNGB MEFs, under the direction of the CNGB, for a minimum of 30 days or until normal operations can be resumed using alternate sites, which must be fully operational within 12 hours of continuity of operations activation.
 - c. Implements geographic distribution of leadership, staff, and infrastructure to increase survival, maximizing the use of technology to inform leaders and other users,

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facilitating decision-making, maintaining information sharing, and issuing orders and guidance to meet operational requirements.

d. Ensures Information and Communication Technology are interoperable, redundant, and available for supporting alternate sites and distributed operations.

e. Ensures Directorate-level staff have the most effective, dedicated access to Information and Communication Technology capabilities during transit between operating locations.

f. Ensures all assigned NGB continuity personnel comply with requirements for annual continuity training and exercises.

g. Plans and executes NGB Continuity Program requirements within the base budgets of the ARNG of the United States and the ANG of the United States.

5. Definitions. See Glossary.

6. Responsibilities. See Enclosure A.

7. Summary of Changes. This instruction changes the title of the document from "National Guard Continuity Program to NGB Continuity Program," updates the responsibilities of the Director of the ARNG and the Director of the ANG, reorganizes NGBJS Directorate products and processes, and aligns with reference c and reference l. While the CNGB is the final authority on all NGB continuity matters, this document places the Vice CNGB as the direct approving official for the NGB Continuity Program (see Enclosure A).

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

9. Effective Date. This instruction is effective upon publication and must be reviewed annually by the Proponent/Office of Primary Responsibility for continued validity, and must be revised, reissued, canceled, or certified as current every ten years.



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Enclosures:

- A -- Responsibilities
- B -- References
- GL -- Glossary

ENCLOSURE A
RESPONSIBILITIES

1. Vice CNGB. The Vice CNGB will:

- a. Oversee, ensure, and integrate continuity activities, plans, and personnel within the Office of the CNGB into the overall NGB Continuity Program.
- b. Ensure Office of the CNGB designates a continuity point of contact (POC) in writing and notifies the NGB Continuity Program Manager (CPM).
- c. Serve as the direct approving official for the NGB Continuity Program.

2. Director of the ARNG and Director of the ANG. The Director of the ARNG and the Director of the ANG will:

- a. Integrate continuity functions, activities, and plans into daily operations to ensure execution of MEFs under all conditions and threats in accordance with DoW policy and instruction, service specific policy, and NGB policy consistent with Federal and Non-Federal authorities.
- b. Designate a continuity POC in writing for their respective staff and notify the NGB CPM.
- c. Identify and prioritize Service specific MEFs and essential supporting activities supporting CNGB MEFs.
- d. Execute NGB Continuity Plans in accordance with Service-specific continuity plans and policy.
- e. Report directly to their respective Service directors and serve as the primary POC for continuity matters within their Services.
- f. Plan, coordinate, and integrate in parallel, whenever feasible, for combined training and exercises.
- g. Develop, maintain, validate, and exercise continuity plans annually to ensure program readiness.
- h. Submit Emergency Relocation Group (ERG) rosters each month to the NGB CPM.
- i. Ensure a representative attends NGB Continuity Program working groups.
- j. Develop continuity standard operating procedures.

k. Develop a damage assessment process and a plan for temporary facilities.

l. Develop a return to normal plan following a catastrophic event.

m. Establish Information and Communication Technology (ICT) standards, lifecycle management, and support requirements for ICT network and equipment installation at Emergency Relocation Sites and alternate sites.

3. Director of the ARNG Additional Responsibilities. In addition to the responsibilities listed in paragraph 2, the Director of the ARNG will:

a. Provide Nonsecure Internet Protocol Router and Secret Internet Protocol Router connectivity for the ARNG Directorate Staff, OCNGB Staff, and NGBJS Staff during continuity events.

b. Provide secure and integrated ICT capabilities and support to the NGB Continuity Program in accordance with reference a through reference j.

4. Directors of NGBJS Directorates. The Directors of NGBJS Directorates will:

a. Designate a continuity POC for your Directorate, in writing and notify the NGB CPM.

b. Report directly to the NGB Continuity Coordinator and oversee management of the continuity program for your Directorate.

c. Coordinate with other NGBJS Directors to ensure continuity programs are adequately planned, programmed, and budgeted to meet policy and planning requirements.

5. NGB Continuity Coordinator. The NGB Continuity Coordinator will:

a. Approve NGB Continuity Program memorandums of agreement.

b. Report directly to the CNGB for matters directly related to the NGB Continuity Program.

c. Appoint, after consulting with the CNGB, a senior official within the NGB-J3/4/7 as NGB CPM to:

(1) Report directly to the NGB Continuity Coordinator and manage the NGB Continuity Program.

(2) Coordinate with the NGBJS, ARNG, and ANG to ensure continuity programs are adequately planned, programmed, and budgeted to meet policy and planning requirements.

(3) Conduct an annual review of the NGB Continuity Program and certify, in writing, to the Deputy Assistant Secretary of War for Defense Continuity and Mission Assurance that it meets the requirements set forth in reference a through reference t.

(4) Manage the CNGB Successor Program.

(5) Establish and maintain continuity capabilities in accordance with reference a through reference t.

(6) Ensure the NGB has established operational plans and procedures to comply with DoW continuity guidance.

(7) Develop, maintain, and test alert and notification procedures and rosters.

(8) Coordinate with NGB supporting staff to establish and manage working groups to develop, maintain, and update continuity plans.

(9) Exercise and test the NGB continuity plan with the Office of the Secretary of War, Chairman of the Joint Chiefs of Staff, Service Secretaries, Combatant Commanders, The Adjutants General, and the Commanding General of the District of Columbia.

(10) Serve as the lead for continuity planning, training, and exercises to ensure the NGB supporting staff integrate their continuity objectives within the NGB Continuity Program.

(11) Support the ARNG and ANG in training and execution of their continuity plans.

(12) Test and assess the NGB continuity plan at least annually in conjunction with scheduled exercises.

(13) Review ERG member position assignments ensuring that position assignments for Joint Staff are assigned in writing, and the list is submitted each month to the NGB CPM.

c. Appoint, after consulting with CNGB, a senior official within the NGB-J3/4/7 as NGB Reconstitution Program Manager.

d. Coordinate with the NGBJS Directorates, Special Staff and OCNGB to ensure

continuity programs are adequately planned, programmed, and budgeted to meet policy and planning requirements.

e. Serve as the primary POC between the NGB and the Under Secretary of War for Policy for all DoW continuity initiatives.

f. Serve as the principal advisor to the CNGB for Continuity of National Command and Control and the National Military Command Structure.

g. Establish and maintain continuity capabilities for NGB in accordance with reference a through reference t.

h. Serve as the primary POC between the NGB and other Federal agencies and departments for all NGB continuity matters.

i. Provide the CNGB with subject matter experts to support the Chairman of the Joint Chiefs of Staff.

j. Establish policy, plans, and procedures that support the NGB Continuity Program.

k. Ensure lessons learned resulting from continuity exercises and activations are recorded, assessed, and applied towards improving the NGB Continuity Program in accordance with reference s and reference t. Maintain a corrective action plan to adjust and confirm iterative program improvement.

6. ARNG and ANG Continuity POCs. ARNG and ANG Continuity POCs will:

a. Report directly to their respective Service directors and serve as the primary POC for continuity matters within their Services.

b. Integrate, coordinate, and plan in parallel whenever feasible for combined training and exercises.

c. Designate a senior official as the Reconstitution Program Manager for NGB in accordance with paragraph 2.9.d and paragraph 3.1.c of reference a.

7. NGB Continuity POCs. NGB Continuity POCs will:

a. Review ERG member position assignments, ensure ERG members are assigned in writing and submit the list to the NGB CPM monthly.

b. Attend NGB Continuity Program working groups.

c. Develop continuity standard operating procedures.

8. Director of Manpower and Personnel. In addition to the responsibilities outlined in paragraph 4, the Director of Manpower and Personnel will:

- a. Ensure NGB personnel policy and practices support the NGB continuity plan.
- b. Provide guidance and assistance to the States, Territories, and the District of Columbia for establishing Emergency Family Assistance Centers.

9. Director of Joint Intelligence. In addition to the responsibilities outlined in paragraph 4, the Director of Joint Intelligence will:

- a. Establish continuity requirements and taskings for intelligence and counterintelligence programs and analysis to support the NGB continuity plan.
- b. Serve as the lead for intelligence and counterintelligence, information, and personnel security in the NGB continuity plan.

10. Director of NGB-J3/4/7. In addition to those responsibilities outlined in paragraph 4 and paragraph 5, the Director of NGB-J3/4/7 will:

- a. Serve as the Office of Coordinating Responsibility for NGB during domestic operations.
- b. Support the CNGB's advisory roles to the Secretary of War and Combatant Commanders concerning National Guard operations with the States, Territories, and the District of Columbia.
- c. Fully integrate into the Strategic Tier 1, Continuity Exercises and Planning, reference b.
- d. Integrate continuity and plans into CNGB's training guidance.

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

- a. Ensure proposed changes to the NGB Continuity Plan are consistent with national-level-strategic direction and DoW policy.
- b. Provide recommendations for changes to the NGB Continuity Plan concerning policy, plans, and international affairs through the Continuity Program Manager gained from continuity of operations exercises, lessons learned, policy, and guidance sources.

12. Director of C4 Systems and Chief Information Officer. In addition to those responsibilities outlined in paragraph 4, the Director of C4 Systems and Chief Information Officer will:

- a. Provide the CNGB with classified deployable communications capability.
- b. Provide the CNGB with C4 information sharing for all aspects of NGB C4 Systems and Chief Information Officer Directorate operations and taskings.
- c. Advise the CNGB in operations and management of C4 systems used for communications across NG, including all State operations and operations with NG mission partners.
- d. Sustain the Joint Incident Site Communications Capability deployment and Joint Communications Control Center C4 coordination capability and ensure NG common operating picture capability for the standard and systematic flow for requests to C4 resources for assistance, missions, events, and information sharing.

13. Director of Programs and Requirements. The Director of Programs and Requirements will:

- a. Assist the NGB CPM with program objective memorandum training and Future Years Defense Program programming.
- b. Assist the NGB CPM in identifying requirements and coordinating appropriate services for synchronizing programs and budgeting to generate capabilities for resolving requirement gaps in accordance with reference a through reference j.
- c. Provide recommendations for developing programming requirements in the NGB Continuity Program.
- d. Facilitate and manage the annual Joint Capability Assessment and Development Process and submit CNGB approved Capability Gap Assessment items in the form of an Integrated Priority List to the NGBJS and incorporate them into the Joint Requirements Oversight Council.

14. Director of NGB Comptroller. The Director of NGB Comptroller will:

- a. Assist the NGB CPM in ensuring that continuity programs are adequately planned, programmed, and budgeted and that they meet policy and planning requirements in accordance with reference a through reference j.
- b. Provide fiscal recommendations for developing and revising program and budget elements of the NGB Continuity Program.

15. The Adjutants General and the Commanding General of the District of Columbia. The Adjutants General of the States and Territories, under the authority, direction, and control of their Governors, and the Commanding General of the District of Columbia, under the authority, direction, and control of the President of the

United States, are encouraged to develop continuity plans that address continuity capability elements outlined in reference a through reference j.

ENCLOSURE B

REFERENCES

- a. Department of Defense (DoD) Instruction 3020.26, 04 June 2024, "DoD Continuity Policy"
- b. Presidential Policy Directive, PPD-40, 15 July 2016 "National Continuity Policy"
- c. Federal Emergency Management Agency, Federal Continuity Directive, 10 August 2024, "Federal Continuity Directive: Federal Executive Branch Continuity Program Management Requirements"
- d. DoD Instruction 3020.42, 17 February 2006, "Defense Continuity Plan Development," Certified current, 27 April 2011
- e. DoD Instruction 1035.01, 08 January 2024, "Telework and Remote Work"
- f. Chairman of the Joint Chiefs of Staff (CJCS) CJCS Guide 3130, 12 April 2023, "Joint Planning and Execution Overview and Policy Framework"
- g. CJCS Instruction 3231.01C, 15 December 2021, "Safeguarding Nuclear Command and Control Extremely Sensitive Information (NC2-ESI)"
- h. Office of Science and Technology Policy/Office of Management and Budget Directive D-16-1, 11 December 2018, "Minimum Requirements for Federal Executive Branch Continuity Communications Capabilities"
- i. Army Regulation 500-3, 02 July 2021, "U.S. Army Continuity of Operations Program"
- j. Air Force Materiel Command Instruction 10-208, 12 May 2023, "Air Force Continuity of Operations (COOP) Program"
- k. Executive order 12656, 23 November 1988, "Assignment of Emergency Preparedness Responsibilities"
- l. Federal Emergency Management Agency, 10 August 2024, "Federal Continuity Directive, Federal Executive Branch Essential Functions Risk Identification and Management"
- m. DoD Directive S-3710.01, 27 May 2015, (U) "National Leadership Command Capability (NLCC)"
- n. DoD Directive 5105.77, 30 October 2015, "National Guard Bureau (NGB)," Incorporating Change 1, 10 October 2017

- o. DoD Directive 5105.83, 05 January 2011, "National Guard Joint Force Headquarters-State (NG JFHQs-State)," Incorporating Change 2, 31 March 2020
- p. CJCS Operations Order 3-14, 24 September 2014, "Continuity of Operations Plan for the Chairman of the Joint Chiefs of Staff"
- q. Chief of the National Guard Bureau (CNGB) Instruction 5101.01A, 31 July 2024, "National Guard Bureau Organization and Principal Official Responsibilities," Incorporating Change 1, 27 September 2024
- r. CNGB Instruction 6000.01B, 24 May 2021, "National Guard Bureau Joint Information Technology Portfolio Management"
- s. CNGB Instruction 3300.03, 04 November 2016, "Joint Lessons Learned Program"
- t. CJCS Instruction 3150.25H, 30 December 2021, "Joint Lessons Learned Program," Incorporating Change 1, 05 April 2024

GLOSSARY

PART I. ACRONYMS

ANG	Air National Guard
ARNG	Army National Guard
C4	Command, Control, Communications, and Computer Systems
CNGB	Chief of the National Guard Bureau
CPM	Continuity Program Manager
DoW	Department of War
ERG	Emergency Relocation Group
ICT	Information and Communications Technology
MEF	Mission Essential Function
NGB	National Guard Bureau
NGBJS	National Guard Bureau Joint Staff
NGB-J3/4/7	National Guard Bureau Operations Directorate
OCNGB	Office of the Chief of the National Guard Bureau
POC	Point of contact

PART II. DEFINITIONS

(For the purposes of this instruction)

Common Operating Picture -- A shared digital display of relevant information, providing a common understanding of the operational environment for all levels of command. Enables collaborative planning, coordinated execution, and improved situational awareness across various echelons. Integrates data from multiple sources, including logistics, personnel, and finance to provide a comprehensive view of the battlefield.

Continuity Program -- Focuses on planning and executing procedures to ensure that critical missions and functions can continue during or after emergencies or catastrophic events. Involves identifying essential functions, establishing emergency relocation facilities, developing succession plans, and conducting exercises to maintain operational capability despite disruptions.

Information and Communications Technology -- Refers to systems, networks, and specialized roles that provide secure and responsive communication capabilities for the National Guard's State and Federal missions.

Mission Essential Functions -- Critical functions directly related to the overall mission. These functions must be able to resume within 12 hours of an emergency and maintain them for at least 30 days or until normal operations can be restored.