



CHIEF OF THE NATIONAL GUARD BUREAU INSTRUCTION

NGB-JACO
DISTRIBUTION: A

CNGBI 5052.01B
05 October 2022

DEPARTMENT OF DEFENSE GOVERNANCE MEETINGS

References:

- a. Department of Defense (DoD) Directive 5105.79, 08 November 2021, "DoD Senior Governance Framework"
 - b. DoD Instruction 5205.11, 06 February 2013, "Management, Administration, and Oversight of DoD Special Access Programs (SAPs)," Incorporating Change 2, 04 February 2020
 - c. Deputy Secretary of Defense Memorandum, 11 March 2021, "Governance Structure for Deputy Secretary Managed Processes"
 - d. DoD Directive 5105.77, 30 October 2015, "National Guard Bureau (NGB)," Incorporating Change 1, 10 October 2017
 - e. Executive Order 14008, 27 January 2021, "Tackling the Climate Crisis at Home and Abroad"
1. Purpose. This instruction establishes policy and assigns responsibilities for preparing NGB general officers (GOs) and Senior Executive Services (SES) personnel hereinafter, referred to as "NGB Principals," for their attendance at Department of Defense (DoD) governance meetings in accordance with (IAW) references a through d.
 2. Cancellation. This instruction supersedes its previous edition, CNGBI Instruction 5052.01A, 13 December 2017, "DoD Governance Meetings."
 3. Applicability. This instruction applies to the National Guard Bureau (NGB) which consist of the Army National Guard (ARNG), Air National Guard (ANG), NGB Space Operations (NGB-SO), NGB Joint Staff (NGBJS), and the Office of the Chief of the National Guard Bureau (OCNGB).

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4. Policy. It is NGB policy to provide a NGB Principal for senior-level DoD governance meetings, which determine plans and policy, resource management, strategic direction, and consideration of other DoD-directed topics. NGB Principals require preparation to fully consider the strategic elements of the topics discussed, perspectives of other Principal attendees, and specific National Guard (NG) equities.

a. DoD Governance Framework. The DoD Governance framework is composed of 61 forums divided into two tiers, senior and supporting governance forums, both of which include cross-functional teams and task forces to address cross-cutting concerns that cannot be adequately addressed through a standard governance process. The DoD Governance framework is a living process that is regularly modified to meet Secretary of Defense guidance and priorities.

b. NGB Governance Framework. The NGB Joint Action Control Office (NGB-JACO) facilitates the preparation of NGB Principals for the 15 forums listed below. As the DoD Governance framework is modified, NGB-JACO in coordination with the NGB Director of Staff will re-evaluate the forums NGB-JACO facilitates for NGB Principals. Figure 1 is an illustration of the NGB Governance framework which supports the DoD Governance framework.

(1) China Brief. DoD's principal governance forum for the review and oversight of China-related policies, operations, and intelligence; and to receive updates on the lines of effort; and discuss pressing and emergent topics. The Chief National Guard Bureau (CNGB) and the Vice Chief of the National Guard Bureau (VCNGB) are the designated primary and alternate representatives.

(2) Deputy's Management Action Group "DMAG". DoD's principal governance forum for management actions affecting the DoD, including resource management; planning, programming, budgeting, and execution; and strategic and policy guidance. The VCNGB and the Director of National Guard Bureau Programs and Requirements (NGB-J8) are the designated primary and alternate representatives.

(3) Deputies Workforce Council "DWC". DoD's principal governance forum for people management, personnel policy, and total force requirements. The VCNGB and the Director of Manpower and Personnel (NGB-J1) are the designated primary and alternate representatives.

(4) Joint Chiefs of Staff "TANK". Executive conference or meeting to discuss topics supporting national-level decision-making or urgent issues. The CNGB and the VCNGB are the designated primary and alternate representatives.

(5) Joint Requirements and Oversight Council "JROC". DoD's principal governance forum to assist the Chairman of the Joint Chiefs of Staff with assessing joint military capabilities and identifying, approving, and prioritizing gaps, validating whether such capability fills a gap in joint military capabilities, establishing and approving joint performance requirements, reviewing performance requirements for an existing or

proposed capability and identifying new and alternative joint military capabilities. The VCNGB and the Director of NGB-J8 are the designated primary and alternate representatives.

(6) Large Group “LG”. Monthly engagement of senior DoD leadership (including Combatant Commanders) for Department-wide alignment and to focus on priority topics. The CNGB and the VCNGB are the designated primary and alternate representatives.

(7) Operations Deputies “OpsDep”. DoD’s principal governance forum focused on operational matters, including mission-required strength that can be resolved with full consensus of the Service Operational Deputies. The Director of Operations (NGB-J3/4/7) and the Director of Strategy, Policy, Plans, and International Affairs (NGB-J5) are the designated primary and alternate representatives.

(8) Senior Leader Conference “SLC”. DoD’s principal governance forum which enables the Secretary of Defense to discuss pressing issues and share perspectives with senior civilian and military leadership. The CNGB and the VCNGB are the designated primary and alternate representatives.

(9) Small Group “SG”. Weekly engagement of senior DoD leadership for Department-wide alignment and to focus on priority topics. The CNGB and the VCNGB are the designated primary and alternate representatives.

(10) Strategic Seminar Series “SSS”. Chairman of the Joint Chiefs of Staff’s forum of uniformed Service members who meet to cover a broad array of topics, typically preceding the Secretary of Defense’s Senior Leader Conference. The CNGB and the VCNGB are the designated primary and alternate representatives.

(11) Resource Management Group “RMG”. A working group for programming and budgeting, including presentation of analysis, discussion, and formation of recommendations for Secretary of Defense decisions. The Director and Vice Director NGB-J8 are the designated primary and alternate representatives.

(12) Climate Working Group “CWG”. DoD’s principal governance forum to coordinate the DoD’s responses to reference e and subsequent climate and energy related directives, and to track the implementation of climate and energy related actions and progress against future goals. The NGB Director of Staff and the Vice Director of NGB-J5 are the designated primary and alternate representatives.

(13) Workforce Management Group “WMG”. DoD’s principal governance forum to assist in ensuring prioritized, strategic use of the Deputies Workforce Council. The Director and Vice Director of NGB-J1 are the designated primary and alternate representatives.

(14) Innovation Steering Group “ISG”. DoD’s principal governance forum to advise DoD leadership and drive systemic DoD-wide strategy, policy, programmatic, cultural, and budgetary change in the areas of science, technology, technology

transition, and innovation. This steering group serves as the primary body to review and recommend innovation-related issues for the Deputy’s Management Action Group, recommend further review by other governance bodies as appropriate, and elevate matters to the Secretary of Defense and Deputy Secretary of Defense for consideration and decision. The VCNGB and the Director of NGB-J8 are the designated primary and alternate representatives.

(15) Coronavirus Disease 2019 (COVID-19) Task Force. DoD’s principal governance forum to update DoD’s support to the U.S. Government’s COVID-19 mitigation efforts, strategy, and to discuss policy on DoD efforts to safeguard the force. The VCNGB and the NGB Joint Surgeon (NGB-JSG) are the designated primary and alternate representatives to represent NGB in this forum.

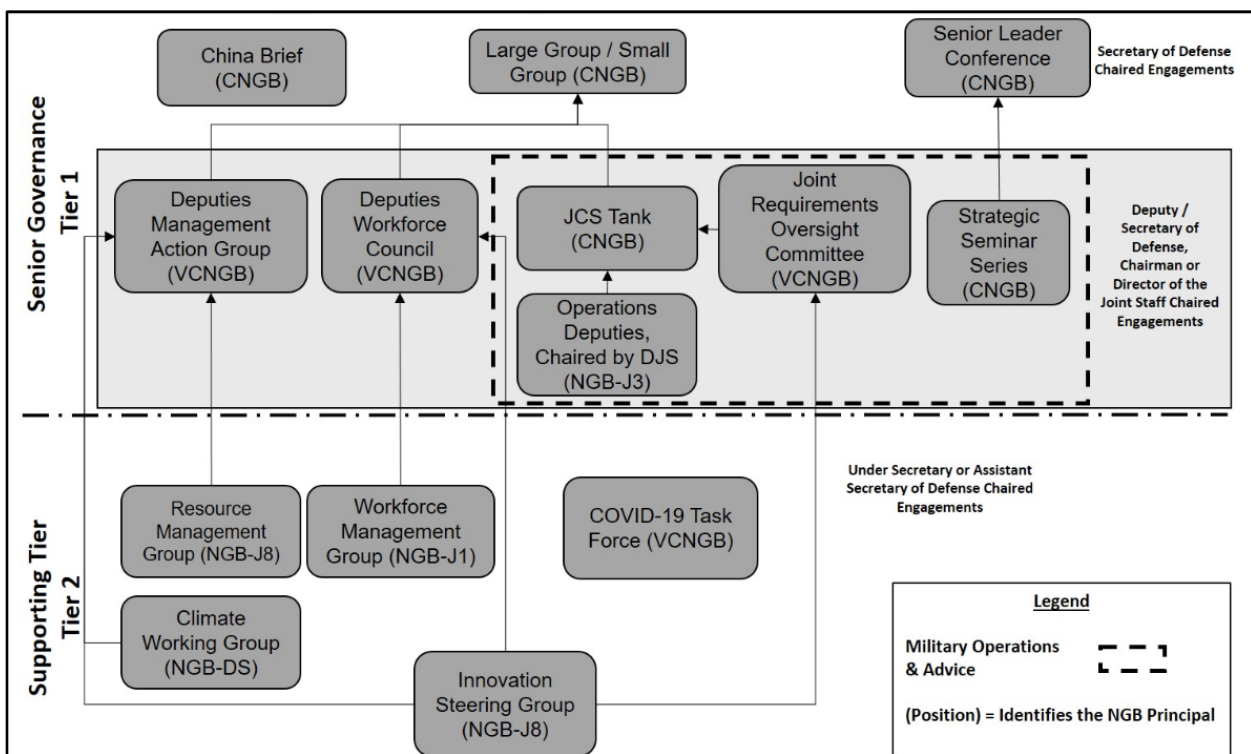


Figure 1. NGB Governance Framework

c. Additional Tiers of Governance Meetings. There are additional tiers of DoD governance meetings which are generally supported by the ARNG, ANG, and NGB-SO staff. The ARNG, ANG, and NGB-SO staff play a critical role in bridging the gap from these Tier 3 and below forums and the Tier 1 and Tier 2 forums.

5. Definitions. See Glossary.

6. Responsibilities. See Enclosure A.

7. Summary of Changes. This document updates NGB staff roles and responsibilities.

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 revised, reissued, canceled, or certified as current every five years.



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

Enclosures:

A -- Responsibilities
GL -- Glossary

ENCLOSURE A
RESPONSIBILITIES

1. NGB Principal. The NGB Principal will:
 - a. Represent the NGB at DoD governance meetings by providing NG positions and strategic input on joint matters.
 - b. Inform the NGB staff during a pre-scheduled debrief on discussions, decisions reached, and final NGB and Service positions after meetings.
2. Director of the ARNG, Director of the ANG, and Director of NGB-SO. The Director of the ARNG, Director of the ANG, and the Director of NGB-SO will:
 - a. Provide GO/SES representation from appropriate service representatives to support NGB principal's participation in Tier 1 DoD governance meetings to ensure NG Service-specific equities and Active Component positions are communicated and considered by NGB Senior leadership when forming unified NGB positions.
 - b. Ensure appropriate Offices of Coordinating Responsibility (OCRs) participate in DoD governance meeting preparatory and debrief sessions.
 - c. Provide appropriate representation from organizational directorates in support of NGB's participation in Tier 2 DoD governance meetings to ensure Service-specific equities, risk, and impacts, are communicated and considered when forming unified NGB positions.
3. Director of NGB-JACO. The Director of NGB-JACO will:
 - a. Develop and facilitate a comprehensive process to ensure NGB Principals are prepared to represent the NGB at DoD governance meetings depicted in Figure 1.
 - b. In coordination with the NGB Director of Staff, assign NGB Principals when they are not identified by a governance meeting charter or are available due to scheduling conflicts. The NGB Principal may be assigned from across the NGB staffs.
 - c. In coordination with the NGB Principal, assign a Plus One at the O6 or GS-15 grade from across the NGB staffs when authorized by the Office of the Secretary of Defense or the Joint Staff. Exceptions to the grade requirement may be requested through NGB-JACO.
 - d. Assign Offices of Primary Responsibility (OPRs), OCRs, and Action Officers (AOs) within the NGB.

e. Use NGBJS Directors, Office Chiefs, the ARNG Secretary of the General Staff, ANG Commanders Action Group, and the Chief of Staff of NGB-SO for the tasking of OPRs, OCRs, and AOs in support of NGB's participation in the DoD governance process.

f. Ensure briefing products and materials presented to NGB Principals are comprehensive and of sufficient quality to guarantee topic understanding. Every effort should be made to provide NGB Principals with briefing materials at least 24 hours before the scheduled session.

g. Serve as the NGB Planner to assist in the formation, coordination, and communication of NGB positions, as appointed by CNGB.

h. In coordination with the Office of the Secretary of Defense Directorate of Administration and Management, manage NGB user access to Office of the Secretary of Defense governance portals.

i. Maintain a consolidated calendar accessible to NGB staffs with current governance meeting details.

j. Ensure meeting locations meet classification and connectivity requirements for the subject matter.

k. Archive documents related to DoD governance meetings on Controlled Unclassified Information, Secret Internet Protocol Router, and Joint Worldwide Intelligence Communication information systems.

l. Coordinate with the Joint Chiefs of Staff Special Assistant for Joint Matters Office on NGB Principal and Plus One attendance response for Operational Deputies and TANK meetings.

m. Provide post-governance meeting summaries of conclusions and executive summaries to the CNGB, VCNGB, Senior Enlisted Advisor, Director of the ARNG, Director of the ANG, Director of NGB-SO, NGB Director of Staff.

4. NGBJS Directors and OCNGB Office Chiefs. The NGBJS Directors and OCNGB Office Chiefs will:

a. Identify to NGB-JACO a primary and alternate Governance Representative at the O6 or GS-15 grade to serve as the primary points of contact for DoD governance topics assigned to their respective directorate. Exceptions to the grade requirement may be requested through NGB-JACO.

- b. Conduct governance preparatory sessions in a transparent and collaborative manner, aligned across the NGB to integrate perspectives, risk, and impacts to the NGB.
 - c. Support OPRs with appropriate AOs if assigned as an OCR.
5. Office of the NGB General Counsel. Office of the NGB General Counsel, upon request, will provide Judge Advocate representation when DoD governance meeting topics require legal expertise.
6. Directorate of Management and Administration. NGB Directorate of Management and Administration will coordinate the NGB Special Access Program billet structure and portfolio for all DoD governance meetings for Special Access Program-related matters.
7. NGB Plus One. The Office of the Secretary of Defense and the Joint Staff may authorize a Plus One for NGB Principals. The NGB Plus One will:
- a. Attend DoD governance meetings with NGB Principals.
 - b. Take detailed notes and be able to provide an executive-level debrief of meeting outcomes to NGB equity holders.
8. NGBJS Governance Representative. The NGBJS Governance Representative will:
- a. Hold the grade of O6/GS-15 and serve as the OPR point of contact for governance forums assigned to their respective directorate.
 - b. Identify Lead AOs, Supporting AOs, and OCRs, and ensure they meet product suspense timelines set by NGB-JACO.
 - c. Review and approve all products before submission to NGB-JACO.
 - d. Ensure AOs and OCRs meet product suspense timelines set by NGB-JACO to provide products to NGB Principals 24 hours in advance of preparatory sessions.
9. NGB Principal's Support Staff and Executive Officers. NGB Principal's Support Staff and Executive Officers will:
- a. Coordinate with the Office of the Secretary of Defense governance forum secretariat on NGB Principal and Plus One attendance response for meetings.
 - b. Schedule preparatory and debrief sessions with NGB-JACO no later than three weeks before the NGB Principal's scheduled meeting.
 - c. Advise NGB-JACO if the designated primary NGB Principal is unavailable and, in coordination with NGB-JACO, nominate an alternate NGB Principal.

10. OCR. The OCR will:

- a. Support OPRs with appropriate AOs to ensure office or organizational-specific equities, risk, and impacts are considered when forming NGB positions.
- b. Attend preparatory and debrief sessions.
- c. Support data collection efforts in support of forming NGB positions.

11. Lead AO. The Lead AO will:

- a. Serve as the focal point for NGB staff coordination in support of tasked governance meeting preparatory and debrief sessions.
- b. Coordinate with NGBJS, ARNG, ANG, NGB-SO AOs, and OCRs to capture Service-specific equities, risk, and impacts for inclusion in NGB positions.
- c. Form unified NGB positions in coordination with appropriate subject matter experts from across the NGBJS, ARNG, ANG and NGB-SO Directorates.
- d. Collect and consolidate products and positions from supporting AOs across the NGBJS, ARNG, ANG, and NGB-SO staffs.
- e. Prepare the NGB Principal for executive-level engagement.
- f. Develop and submit all required material to NGB-JACO no less than 24 hours before scheduled preparatory session. The Director of NGB-JACO may approve exceptions to this requirement.

12. Supporting AO. Supporting AO will:

- a. Support Lead AO with product requirements and positions held by their respective Directorate or Service in support of a unified NGB position.
- b. Attend preparatory and debrief sessions as required by lead AO.

GLOSSARY

PART I. ACRONYMS

ANG	Air National Guard
AO	Action Officer
ARNG	Army National Guard
CNGB	Chief of the National Guard Bureau
COVID-19	Coronavirus Disease 2019
CWG	Climate Working Group
DMAG	Deputies Management Action Group
DoD	Department of Defense
DWC	Deputies Workforce Council
GOs	General officers
JROC	Joint Requirements Oversight Council
NG	National Guard
NGB	National Guard Bureau
NGB-JACO	National Guard Bureau Joint Actions Control Office
NGB-J1	National Guard Bureau Manpower and Personnel Directorate
NGB-J3/4/7	National Guard Bureau Operations Directorate
NGB-J5	National Guard Bureau Strategy, Policy, Plans, and International Affairs Directorate
NGB-J8	National Guard Bureau Programs and Requirements Directorate
NGBJS	NGB Joint Staff
NGB-JSG	National Guard Bureau Joint Surgeon General
NGB-SO	National Guard Bureau Space Operations
OCNGB	Office of the Chief National Guard Bureau
OCR	Office of Coordinating Responsibility
OPR	Office of Primary Responsibility
OpsDep	Operations Deputies
RMG	Resource Management Group
SES	Senior Executive Service
SLC	Senior Leader Conference
SSS	Strategic Seminar Series
VCNGB	Vice Chief of the National Guard Bureau
WMG	Workforce Management Group

PART II. DEFINITIONS

Governance -- The structure, relationships, and interactions, among authorized and responsible stakeholders which facilitate decision-making on an organization's policies, direction, and performance.

Governance Meeting -- A joint engagement that determines plans, policy, resource management, strategic direction and consideration of other topics facing the Department of Defense requiring Department of Defense Senior Leader attention or decision to advance the Secretaries priorities.

National Guard Bureau Principal -- National Guard Bureau general officers and Senior Executive Services personnel identified as the lead within National Guard Bureau for representation of National Guard Bureau at a specified Department of Defense governance meeting.