



CHIEF OF THE NATIONAL GUARD BUREAU INSTRUCTION

NGB-J5
DISTRIBUTION: A

CNGBI 5100.01B
17 April 2026

NATIONAL GUARD STRATEGIC PLANNING SYSTEM

References:

- a. Title 10, United States Code, “Armed Forces”
 - b. Department of Defense Directive 5105.77, 30 October 2015, “National Guard Bureau,” 10 October 2017
 - c. Chairman of the Joint Chiefs of Staff Instruction 3100.01F, 29 January 2024, “Joint Strategic Planning System”
1. Purpose. This instruction establishes policy and assigns responsibilities for the National Guard (NG) Strategic Planning System (NGSPS) in accordance with the references.
 2. Cancellation. This instruction cancels and replaces its previous version, Chief of the National Guard Bureau (CNGB) Instruction 5100.01A, 24 March 2023.
 3. Applicability. This instruction applies to all elements of the NG including the National Guard Bureau (NGB) Joint Staff (NGBJS), Office of the CNGB, Army National Guard (ARNG), Air National Guard (ANG) and the NG of the States, Territories, and the District of Columbia (hereinafter referred to as “States”). It does not supersede existing ARNG or ANG processes or products regarding strategic planning.
 4. Policy. It is NGB policy to maintain a formal, structured system designed to assist the CNGB in meeting the roles and functions established in law and Department of War policy, including advising the President of the United States, the Secretary of War, the Secretary of the Army, the Secretary of the Air Force, the Chairman of the Joint Chiefs of Staff, the Chief of Staff of the Army, the Chief of Staff of the Air Force, and the Combatant Commanders, directing the NGB, and providing guidance to the NG of the States.

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a. The NGSPS is the primary mechanism for developing and coordinating NG strategy documents, NGB inputs to the Joint Strategic Planning System (JSPS), and other CNGB-directed products.

b. NGSPS products represent the CNGB's military advice and guidance, informed by inputs from the Office of the CNGB, NGB Director of Staff (NGB-DS), NGBJS, ARNG, and ANG Directorates, The Adjutants General of the States, and the Commanding General of the District of Columbia.

c. The NGSPS provides a formal structure to enable the CNGB to fulfill the "assess, advise, and guide" responsibilities by:

(1) Analyzing the strategic environment.

(2) Identifying and aligning strategic NG ends, ways, and means, and identifying and mitigating NG strategic and military risk.

(3) Providing advice and assessments regarding NG policies, authorities, and capabilities.

(4) Issuing guidance to the NGB and NG and making recommendations to the States regarding non-Federal roles and missions.

5. Definitions.

a. Office of Primary Responsibility (OPR). The OPR is the office, organization, or directorate with responsibility for an action, issuance, or initiative, and is the Subject Matter Expert within the organization. The OPR bears responsibility for completing an action, process, or product within the specified area. The OPR coordinates with Offices of Coordinating Responsibility (OCRs) to ensure completeness and accuracy of each item.

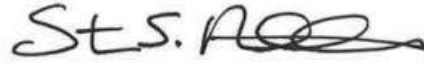
b. OCR. The OCR is an office, organization, or directorate with responsibility for contributing to or advising on a policy, action, process, or product. The OCR provides the OPR with timely and accurate data and information to complete processes and products.

6. Responsibilities. See Enclosure A.

7. Summary of Changes. This instruction updates the NGSPS to reflect changes in reference c and reorganizes NGSPS products and processes to align with current NGB responsibilities.

8. Releasability. This instruction is approved for public release; distribution is unlimited. Copies are available through <<https://www.ngbpmc.ng.mi>>.

9. Effective Date. This instruction is effective upon publication and must be reviewed annually by the Proponent/OPR for continued validity, and must be reissued, cancelled, or certified as current every ten years.



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Enclosures:

- A -- Responsibilities
- GL -- Glossary

ENCLOSURE A
RESPONSIBILITIES

1. NGB-DS. The NGB-DS will:
 - a. Oversee the development, implementation, monitoring, and assessment of the NGSPS and serve as OPR for the NG Enterprise Governance System.
 - b. Report to the CNGB on implementing, monitoring, and assessing the NGSPS.
2. Office Chiefs within the Office of the CNGB and NGBJS Directors. The Office Chiefs within the Office of the CNGB and NGBJS Directors will:
 - a. Ensure offices and directorates participate in NGSPS and JSPS working groups.
 - b. Provide subject matter expertise at the appropriate level.
 - c. Maintain situational awareness and ensure inputs to the NGSPS and JSPS from representatives of their offices and directorates reflect their views and assessments.
 - d. Serve as an OCR as shown in Figure 1.
3. Director of Manpower and Personnel (NGB-J1). In addition to the responsibilities in paragraph 2 above, the Director of NGB-J1 will serve as an OCR as shown in Figure 1.
4. Director of Joint Intelligence (NGB-J2). In addition to the responsibilities in paragraph 2 above, the Director of NGB-J2 will serve as an OCR as shown in Figure 1.
5. Director of Operations (NGB-J3/4/7). In addition to the responsibilities in paragraph 2 above, the Director of NGB-J3/4/7 will:
 - a. Serve as the NGB OPR for the Readiness and Joint Force Development Strategic Disciplines.
 - b. Serve as the NGB OPR for the following JSPS and NGSPS products: Global Force Management Allocation Plan, Joint Force Readiness Review, Chairman's Guidance for Training and Exercise Support to Global Integration and Globally Integrated Exercises.
 - c. Serve as the NGB OPR for the Chairman's Readiness System and the Joint Planning and Execution System.
 - d. Serve as an OCR as shown in Figure 1.
6. Director of Strategy, Policy, Plans, and International Affairs (NGB-J5). In addition to the responsibilities in paragraph 2 above, the Director of NGB-J5 will:

- a. Implement the NGSPS.
 - b. Serve as the NGB OPR for the Strategic Direction and Strategic and Contingency Planning disciplines.
 - c. Serve as the NGB OPR for the following JSPS and NGSPS products: Annual Joint Assessment, Chairman's Risk Assessment, Contingency Planning Guidance, Global Defense Posture Report, Joint Strategic Campaign Plan, National Defense Strategy, National Military Strategy, National Security Strategy, Strategic Planning Framework, Global Campaign Plan, Global Competition Framework, Unified Command Plan, NG Strategy, NG Strategic Estimate, NGB Strategic Plan, and NG Comprehensive Assessment.
 - d. Serve as the NGB OPR for the NGSPS Working Group, NGSPS Steering Group, and Strategic Issues Working Group.
 - e. Serve as an OCR as shown in Figure 1.
 - f. Monitor and report to the CNGB, through the NGB-DS, on implementing the NGSPS and its products.
 - g. Participate in Joint Staff J5 forums, including the Joint Strategy Working Group and Joint Worldwide Planners Seminar.
7. Director of C4 Systems and Chief Information Officer (NGB-J6). In addition to the responsibilities in paragraph 2 above, the Director of NGB-J6 will serve as an OPR for the NGB Chief Information Officer Executive Council and as OCR as shown in Figure 1.
8. Director of Programs and Requirements (NGB-J8). In addition to the responsibilities paragraph 2 above, the Director of NGB-J8 will:
- a. Serve as the NGB OPR for Innovation and Joint Capability Development, Joint Force Management and NG Integration, and Programming and Budgeting Strategic Disciplines.
 - b. Serve as the NGB OPR for the following JSPS and NGSPS products: Defense Planning Guidance, Global Force Management Implementation Guidance, "Forces For Unified Combatant Commands" Memorandum and Assignment Tables, Directed Readiness Tables, Apportionment Tables, Chairman's Program Recommendation, Chairman's Net Assessment, Globally Integrated Wargame, the Joint Warfighting Concept, the Joint Concept for Competing, the Joint Operating Environment, and the Program Objective Memorandum.
 - c. Serve as the NGB OPR for Capabilities Integration and Development, Capability Gap Assessment, NG Requirements Oversight Council, NG Capability Board and NG

Functional Board, the Program Budget Review, and Joint Capabilities Assessment and Development Process.

d. Serve as an OCR as shown in Figure 1.

9. NGB Comptroller (NGB-CT). In addition to the responsibilities in paragraph 2 above, the NGB-CT will serve as an OCR as shown in Figure 1.

10. Director of the NGB Joint Surgeon General (NGB-SG). In addition to the responsibilities in paragraph 2 above, the Director of the NGB-SG will:

a. Ensure participation by the NGB-SG in the Annual Joint Assessment, Chairman's Risk Assessment, Contingency Planning Guidance, Chairman Readiness System, NG Enterprise Governance System, and CNGB Management Action working groups as required and provide subject matter expertise at the appropriate level.

b. Serve as an OCR as shown in Figure 1.

11. Director of the NGB Chief's Action Group (NGB-OC-XG). In addition to the responsibilities in paragraph 2 above, the Director of NGB-OC-XG will:

a. Serve as the NGB OPR for the Strategic Engagement Strategic Discipline.

b. Serve as the NGB OPR for the Senior Leader Engagements and Strategic Engagement Synchronization Cell.

c. Serve as an OCR as shown in Figure 1.

12. Director of NGB Legislative Liaison (NGB-LL). In addition to the responsibilities in paragraph 2 above the Director of the NGB-LL will serve as the OPR for CNGB's Posture Statement, CNGB Congressional Testimony and Actions, and serve as an OCR as shown in Figure 1.

13. Director of the NGB Office of Strategic Communications and Public Affairs (NGB-PA). In addition to the responsibilities in paragraph 2 above, the Director of NGB-PA is the OPR for Public Affairs guidance and serves as an OCR as shown in Figure 1.

14. The Offices of the Director of the ARNG (DARNG) and Director of the (DANG). In addition to the responsibilities in paragraph 2 above, the DARNG and the DANG will:

a. Act as primary military advisors to CNGB to support the CNGB's role as the principal adviser to the Secretary of the Army and the Chief of Staff of the Army, and to the Secretary of the Air Force and the Chief of Staff of the Air Force, on matters relating to the NG, the ARNG of the United States, and the ANG of the United States.

- b. Ensure participation by the ARNG and ANG Directorates in NGSPS working groups and provide subject matter expertise at the appropriate level.
- c. Maintain information sharing and ensure inputs to the NGSPS and JSPS reflect ARNG and ANG directorate-level assessments and the perspective of their respective directorates.
- d. Lead NGB efforts supporting Army, Air Force, and Space Force Service strategic planning.
- e. Serve as an OCR as shown in Figure 1.

| Strategic Discipline (OPR) | Product | Product OPR | OCR (X: Required; *: Determined by Subject Matter) | | | | | | | | | | | | |
|--|---|-------------|--|--------|------------|--------|--------|--------|-----------|------|-----|--------|--------|--------|--------|
| | | | NGB-J1 | NGB-J2 | NGB-J3/4/7 | NGB-J5 | NGB-J6 | NGB-J8 | NGB-OC-XG | ARNG | ANG | NGB-CT | NGB-SG | NGB-LL | NGB-PA |
| Joint Capability Development (NGB-J8) | Capability Gap Assessment (CGA) | NGB-J8 | * | X | * | * | * | | * | * | * | | * | * | |
| | Capability Portfolio Management Review | NGB-J8 | | | X | | | | | | X | X | | | |
| | Chairman's Program Recommendation (CPR) | NGB-J8 | | | | | | | | | | | | | |
| | Joint Capabilities Assessment and Development Process (JCADP) | NGB-J8 | X | X | X | X | X | | | X | X | X | | | |
| | Joint Requirements Oversight Council (JROC) | NGB-J8 | X | X | X | X | X | | | X | X | X | | | |
| | National Guard Capability Board | NGB-J8 | X | X | X | X | X | | | X | X | X | | | |
| | National Guard Functional Board | NGB-J8 | X | X | X | X | X | | | X | X | X | | | |
| | National Guard Requirements Oversight Council (NGROC) | NGB-J8 | X | X | X | X | X | | | X | X | X | | | |
| Joint Force Development (NGB-J3/4/7) | Chairman's Joint Training Guidance (CJTG) | NGB-J3/4/7 | | | | X | | | X | | | | | | |
| | Globally Integrated Exercises (GIE) | NGB-J3/4/7 | | X | X | X | | | X | | | | | | |
| | Globally Integrated Wargames (GIW) | NGB-J8 | | | * | * | | | | | * | * | | | |
| | Joint Concept for Competing (JCC) | NGB-J8 | X | X | X | X | X | X | | | X | X | | | |
| | Joint Operating Environment (JOE) | NGB-J8 | X | X | X | X | X | X | | | X | X | | | |
| | Joint Warfighting Concept (JWC) | NGB-J8 | X | X | X | X | X | X | | | X | X | | | |
| Force Management and NG Integration (NGB-J8) | Apportionment Tables | NGB-J8 | | | * | | | | | | X | X | | | |
| | Directed Readiness Tables (DRT) | NGB-J8 | | | X | X | | | | | X | X | | | |
| | "Forces For" Memorandum/Assignment Tables | NGB-J8 | | | X | X | | | | | X | X | | | |
| | Global Competition Framework | NGB-J5 | | | X | | | | X | | X | X | | | |
| | Global Force Management Allocation Plan (GFMAP) | NGB-J3/4/7 | | | | X | | | X | | X | X | | | |
| | Global Force Management Implementation Guidance (GFMIG) | NGB-J8 | | | X | X | | | | | X | X | | | |
| Programming and Budgeting (NGB-J8) | NG and Reserve Equipment Appropriations (NGREA) | NGB-CT | * | * | * | * | * | X | | * | * | | | | |
| | Program Budget Submission/Review | NGB-J8/CT | * | * | * | * | * | X | | * | * | X | | | |
| | Program Objective Memorandum (POM) | NGB-J8 | X | X | X | X | X | | | X | X | | | | |
| Readiness and Assessments (NGB-J3/4/7) | Annual Joint Assessment (AJA) | NGB-J5 | X | X | X | | X | X | X | X | X | | X | | |
| | Chairman's Net Assessments (CNA) | NGB-J8 | * | * | * | * | * | | * | * | * | | * | | |
| | Chairman's Readiness System | NGB-J3/4/7 | * | * | * | * | * | | * | * | * | | * | | |
| | Chairman's Risk Assessment (CRA) | NGB-J5 | | X | X | | | | X | X | X | X | | | |
| | Joint Force Readiness Review (JFRR) | NGB-J3/4/7 | X | X | | | X | X | X | X | X | X | | | |
| | Joint Planning and Execution System (JPES) | NGB-J3/4/7 | X | X | | | X | X | X | X | X | X | | | |
| | NGB CIO Executive Council (CEC) and C4 | NGB-J6 | | | X | | | | | | | | | | |
| Strategic and Contingency Planning (NGB-J5) | Contingency Planning Guidance (CPG) | NGB-J5 | | | | | | | X | | | | | | |
| | Global Campaign Plans (GCP) | NGB-J5 | | | | | | | X | | | | | | |
| | Global Defense Posture Report (GDPR) | NGB-J5 | | | | | | | X | | | | | | |
| | Joint Strategic Campaign Plan (JSCP) | NGB-J5 | | | X | | | | X | X | X | X | | | |
| | Strategic Planning Framework (SPF) | NGB-J5 | | * | X | | | | X | X | X | X | | | |
| Strategic Engagement (NGB-OC-XG) | CNGB Management Action Group | NGB-DS | X | X | X | X | X | X | X | X | X | | X | X | |
| | CNGB Posture Statement | NGB-OC-XG | X | X | X | X | X | X | | X | X | | X | X | |
| | Public Affairs Guidance | NGB-PA | | | | | | | | X | X | | X | | |
| | Senior Leader Engagements (SLE) | NGB-OC-XG | | | | | | | | X | X | | X | X | |
| | Strategic Engagement Synchronization Cell | NGB-OC-XG | | | | | X | | | X | X | | X | X | |
| Strategic Direction (NGB-J5) | CNGB Congressional Testimony | NGB-LL | | | | | | | | X | X | | X | X | |
| | Defense Planning Guidance (DPG) | NGB-J8 | | | X | X | | | | X | X | X | | | |
| | National Defense Strategy (NDS) | NGB-J5 | X | X | X | | X | X | X | X | X | | | | |
| | National Military Strategy (NMS) | NGB-J5 | X | X | X | | X | X | X | X | X | | | | |
| | National Security Strategy (NSS) | NGB-J5 | X | X | X | | X | X | X | X | X | | | | |
| | Unified Command Plan (UCP) | NGB-J5 | | | X | | | | X | X | X | | | | |
| | NGSPS Steering Group | NGB-J5 | X | X | X | | X | X | X | X | X | | | | |
| | NGSPS Working Group | NGB-J5 | X | X | X | | X | X | X | X | X | | | | |
| Strategic Issues Working Group | NGB-J5 | X | X | X | | X | X | X | X | X | | | | | |

Figure 1. Directorate OPR and OCR Products and Processes

GLOSSARY

PART I. ACRONYMS

| | |
|------------|---|
| ANG | Air National Guard |
| ARNG | Army National Guard |
| CNGB | Chief of the National Guard Bureau |
| DANG | Director of the Air National Guard |
| DARNG | Director of the Army National Guard |
| NG | National Guard |
| NGB | National Guard Bureau |
| NGB-J1 | National Guard Bureau Manpower and Personnel Directorate |
| NGB-J2 | National Guard Bureau Joint Intelligence Directorate |
| NGB-J3/4/7 | National Guard Bureau Operations Directorate |
| NGB-J5 | National Guard Bureau Strategy, Policy, Plans, and International Affairs Directorate |
| NGB-J6 | National Guard Bureau C4 Systems and Chief Information Officer Directorate |
| NGB-J8 | National Guard Bureau Programs and Requirements Directorate |
| NGB-CAG | National Guard Bureau Chief's Action Group |
| NGB-CT | National Guard Bureau Comptroller |
| NGB-DS | National Guard Bureau Director of Staff |
| NGB-LL | National Guard Bureau Office of Legislative Liaison |
| NGB-PA | National Guard Bureau Office of Public Affairs |
| NGB-SG | National Guard Bureau Joint Surgeon General |
| NGSPS | National Guard Strategic Planning System |
| OCR | Office of Coordinating Responsibility |
| OPR | Office of Primary Responsibility |

PART II. DEFINITIONS

See paragraph 5 on page 2.