



# CHIEF OF THE NATIONAL GUARD BUREAU INSTRUCTION

NGB-DS  
DISTRIBUTION: A

CNGBI 5400.01A  
08 April 2025

## CHIEF OF THE NATIONAL GUARD BUREAU ADVISORY COMMITTEE MANAGEMENT PROGRAM

References: See Enclosure D.

1. Purpose. This instruction establishes policy and assigns responsibilities for the Chief of the National Guard Bureau (CNGB) Advisory Committee Management Program in accordance with (IAW) reference a and reference b.
2. Cancellation. This instruction cancels and replaces its previous version, CNGB Instruction 5400.01, "National Guard Bureau Advisory Committee Management Program," 17 August 2017.
3. Applicability. This instruction applies to the National Guard Bureau (NGB) and members of CNGB Advisory Committees, including General Officer Advisory Councils (GOACs), whose purpose is to advise the CNGB IAW the references. It does not apply to:
  - a. Meetings initiated by one or more NGB officials with more than one other individual to obtain advice from individual attendees and not for the purpose of utilizing the group to obtain consensus advice or recommendations.
  - b. Service-specific committees conducted by the Army National Guard (ARNG) or Air National Guard (ANG) directorates. However, the requirements listed in paragraph 4.g.(3)(b) do apply to these committees.
  - c. Committees formed by members of the States who are not appointed by the CNGB, the Vice CNGB (VCNGB), the Director of the ARNG (DARNG), or the Director of the ANG (DANG), and do not have a charter signed by one of the aforementioned, for example, The Adjutants General Council.
  - d. Committees established by non-NGB organizations.

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4. Policy. It is NGB policy that:

a. CNGB Advisory Committees, including GOACs, are a primary means for National Guard (NG) senior leadership to provide input, advice, and recommendations to CNGB through the CNGB Advisory Committee Management Program. CNGB Advisory Committees and GOACs do not establish policy or make decisions for the NG or NGB.

b. CNGB Advisory Committees may be established by the CNGB or the VCNGB. The DARNG and DANG may establish advisory committees for subjects pertaining to their responsibilities in law and policy. These four officials are referred to in this instruction as Appointing Authorities. This authority may not be delegated.

(1) CNGB Advisory Committees may include GOACs and other joint- or multi-Service committees.

(2) ARNG Advisory Committees may include Readiness Advisory Committees, GOACs, and other Service-specific committees to address subjects pertaining to their responsibilities in law and policy. Reference c has specific requirements for ARNG advisory committees and includes a charter template.

(3) ANG Advisory Committees may include Director's Advisory Council Executive Board, Air Directorate Field Advisory Councils, and other Service-specific committees to address subjects pertaining to their responsibilities in law and policy. Reference d has specific requirements for ANG advisory committees.

c. CNGB Advisory Committees and GOACs will only be established if their functions cannot be accomplished by existing NGB organizations. When establishing committees, consideration will be given to ensure necessity, economy and efficiency of operation, and execution within resource constraints.

d. CNGB Advisory Committees and GOACs will be organized and operate as prescribed in this instruction and will comply with Department of Defense policy for intergovernmental and intragovernmental committees IAW reference b, as applicable.

e. The NGB will not establish or operate any Federal Advisory Committee, IAW reference e, unless specifically authorized by the President of the United States, Congress, the Secretary of Defense, or an official authorized by the Secretary of Defense.

f. An NGB Advisory Committee Officer (ACO) will be appointed to advise and assist the Appointing Authorities in maintaining oversight and assessing CNGB Advisory Committees.

g. Each CNGB Advisory Committee and GOAC will have a charter signed by the appropriate Appointing Authority. Charters signed by the DARNG, and the DANG will comply with Service regulations. Charters signed by the CNGB or the VCNGB will be

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formatted IAW the NGB Executive Secretariat template found at reference f and shown in Figure 1. The charter will:

(1) Describe the committee's subject, objectives, structure, membership, procedures, resourcing, and duration, and identify the committee's proponent office or directorate.

(2) Designate the chairperson or other member of the committee responsible for the committee's compliance with applicable records management policies and conference policies, IAW reference g and reference h.

(3) Be coordinated IAW reference i.

(a) For committees established by the CNGB and the VCNGB, coordination will include, at a minimum, the Strategy, Policy, Plans, and International Affairs Directorate, Programs and Resources Directorate, Office of the NGB General Counsel (NGB-GC), Office of the NGB Inspector General (NGB-IG), NGB Executive Secretariat, and the NGB ACO.

(b) For committees established by the DARNG and the DANG, coordination will include, at a minimum, NGB-GC, NGB-IG, and the NGB ACO.

5. Definitions. See Glossary.

6. Responsibilities. See Enclosure A.

7. Summary of Changes. The applicability statement of this instruction has been updated. The policy statement has been updated to reflect current policy. Responsibilities have been clarified where necessary and additional definitions have been added to the glossary.

8. Releasability. This instruction is approved for public release; distribution is unlimited. It is available at <<http://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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Chief, National Guard Bureau

Enclosures:

- A -- Responsibilities
- B -- State Demographics
- C -- National Guard Bureau Charter Template
- D -- References
- GL -- Glossary

## ENCLOSURE A

### RESPONSIBILITIES

1. Appointing Authorities. The Appointing Authorities will:

- a. Establish an advisory committee and appoint, reappoint, or replace their members, and approve, amend, or terminate their charters, in writing, IAW this instruction.
- b. Designate a proponent office or directorate to draft the committee's charter and assist with management of the committee, including a secretary to assist with battle rhythm, agenda, and executive meeting summaries.
- c. Assess each committee at least once every two years to ensure it is still relevant and necessary, and that its benefits outweigh its costs.
- d. Following an assessment, amend the committee's charter, if appropriate, and disestablish any advisory committee that has fulfilled its objectives, reached the termination date in its charter, or become irrelevant, unproductive, or inappropriate.
- e. Limit membership to five general officers per advisory committee, unless otherwise approved by CNGB.
- f. Consider committee membership as an opportunity for developmental positions among all general officers, not just an Adjutant General or the Commanding General of the District of Columbia (hereinafter referred to as TAGs). Members should be appointed from each category outlined in Table 1, Enclosure B, and include a mix of ARNG and ANG personnel.
- g. Direct the affected NGB directorate or proponent office to contact the NGB Intergovernmental Affairs Office to formally request a replacement TAG or general officer if a CNGB Advisory Committee or GOAC needs to replace a member. The Intergovernmental Affairs office will work between the requesting NGB directorate or proponent office and The Adjutants General Council to fill the vacant position.

2. DARNG and DANG. DARNG and DANG are delegated authority to establish ARNG or ANG specific advisory committees to advise the DARNG or DANG following guidance outlined in Service specific policy. ARNG and ANG specific advisory committees will have charters as outlined in Service policy and will staff their charters IAW paragraph 4. (Policy), subparagraph g.(3).b.

3. NGB Director of Staff. The NGB Director of Staff will:

- a. Appoint an NGB ACO to perform the duties in paragraph 4. below.

- b. Provide guidance and support to the NGB ACO, as necessary, to ensure assigned duties are accomplished.
- c. Be responsible for the NGB Joint Staff governance forums IAW reference j.
- d. Brief key external forum issues to the monthly Chief Management Action Group IAW reference j.

4. NGB ACO. The NGB ACO will:

- a. Ensure that NG leaders and staff stakeholders are informed of CNGB Advisory Committee positions and NG senior leader guidance and decisions by topic.
- b. Advise and assist the Appointing Authorities and proponents in maintaining oversight and conducting assessments of CNGB Advisory Committees and GOACs.
- c. Review the charters of all proposed new CNGB Advisory Committees and GOACs for compliance with this instruction, reference b, and reference h, as appropriate.
- d. Coordinate with the Department of Defense Advisory Committee Management Officer, as necessary.
- e. Collect and maintain all signed charters. Ensure updated charters are available at reference k.

5. NGB-GC. NGB-GC will review the charters of all CNGB Advisory Committees, to include ARNG- and ANG-specific advisory committees and GOACs, for legal sufficiency and will inform the proponent and the NGB ACO whether the committee is an intergovernmental or intragovernmental committee as defined in reference b, or a Federal Advisory Committee as defined in reference e and reference h.

6. NGB-IG. NGB-IG will review all CNGB Advisory Committee and GOAC charters and identify areas of inconsistency or conflict without concurring or non-concurring with the document.

7. Director of the NGB Directorate of Management and Administration. The Director of the NGB Directorate of Management and Administration will review all CNGB Advisory Committee and GOAC charters to ensure compliance with this instruction.

8. NGB Senior Leadership Management Office. NGB Senior Leadership Management Office will:

- a. Support general officer participation in advisory committees with general officer days and funding.

b. Provide guidance to GOAC members on duty status, travel, pay and benefits.

9. Advisor for Intergovernmental Affairs. The Advisor for Intergovernmental Affairs, in coordination with NGB Senior Leader Management Office, notifies the Chair or Secretary of The Adjutants General Council of vacancies on CNGB Advisory Committees. The Chair works with TAGs to determine which TAG should fill that vacancy and provides that information to the Advisor for Intergovernmental Affairs.

10. CNGB Advisory Committee and GOAC Members. Members participate in their respective committees IAW the appropriate NGB Charter.

ENCLOSURE B

STATE DEMOGRAPHICS

1. The NGB defines small, medium, and large States by using their combined Army and Air Force structure authorized strength.
2. State size is broken down into three groups: large (more than 10,000), medium (5,000 to 9,999), and small (fewer than 5,000). See Table 1.


Small States	Medium States	Large States
Alaska	Arizona	Alabama
Connecticut	Arkansas	California
District of Columbia	Colorado	Florida
Delaware	Hawaii	Georgia
Guam	Iowa	Illinois
Idaho	Kansas	Indiana
Maine	Kentucky	Louisiana
Montana	Massachusetts	Michigan
Nebraska	Maryland	Minnesota
Nevada	New Jersey	Mississippi
New Hampshire	Oklahoma	Missouri
New Mexico	Oregon	New York
North Dakota	Puerto Rico	North Carolina
Rhode Island	Utah	Ohio
South Dakota	Virginia	Pennsylvania
Vermont	Washington	South Carolina
Virgin Islands	West Virginia	Tennessee
Wyoming	Wisconsin	Texas

**Table 1.** State Demographic Breakdown



ENCLOSURE C

NATIONAL GUARD BUREAU CHARTER TEMPLATE



## NATIONAL GUARD CHARTER

[Day Month Year]

**[INSERT NAME OF ADVISORY COMMITTEE, GENERAL OFFICER ADVISORY BOARD, PANEL, WORKING GROUP, OR COUNCIL] CHARTER**

**I. PURPOSE.** [In this section the first sentence is always written as follows:] "This charter establishes the [insert name of advisory committee or General Officer Advisory Council] as a [insert the type of the committee or steering committee, working group, team, board, panel, or council] to advise [insert "the Chief of the National Guard Bureau (CNGB)," or the "Vice Chief of the National Guard Bureau (VCNGB)," on matters involving [insert topic] for the National Guard."

**II. CANCELLATION.** [If this document does not cancel or replace another document, write "None." If it replaces an existing document, use the following wording: "This charter cancels and replaces [type of document], [Day Month Year], ["Title."]

**III. MISSION.** [In this section, the mission statement indicates the fundamental objective(s) the advisory board is working to achieve and should be stated concisely in one or two sentences. For example, "The mission of the [insert name of advisory board] is to [add additional information]."]

**IV. APPOINTING AUTHORITIES.** [In this section, provide the appointment authority for this charter and the governing policy. The appointing authority is limited to the CNGB or VCNGB. The Director of the Army National Guard or the Director of the Air National Guard may use this template if it meets Service requirements. State whether delegations are allowed. For example: "The [CNGB or the VCNGB] is the appointment authority for this charter in accordance with CNGB Instruction 5400.01A, 08 April 2025, "CNGB Advisory Committee Management Program."]

**V. MEMBERSHIP.** [This section contains the selection process, member titles, member roles and responsibilities, and the member's duration of service.]

a. Selection Process. [This section explains how membership is determined; for example, by vote, application, appointment, or committee and how member vacancies are filled.]

b. Roles and Responsibilities. [In this section, provide the titles of member positions: for example, Chair, Co-Chair, Vice-Chair, and Secretary. State the responsibilities of each member of the advisory board, including who is responsible for records management and conference policies.]

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Figure 1. NGB Charter Template

Day Month Year

c. Duration of Service. [This section identifies the length of time a member must serve on the advisory board.]

**VI. FUNCTIONS AND PROCEDURES**. [This section provides how the advisory board plans to operate.]

**VII. MEETINGS AND REPORTS**. [This section outlines how often meetings occur: for example, annually, semiannually, or monthly. State who schedules and officiates the meetings.]

a. Meetings. Meetings will be held as scheduled regardless of whether a quorum is present.

(1) [Weekly, Monthly, Quarterly, Annually, Semiannually] Telephone conferences.

(2) Face-to-Face Meetings. [Determine when these will occur.] When available, telephone conference capability will be offered for members unable to attend in person. [Insert the person's title] coordinates facilities, support materials, and other logistics details.

b. Reports.

(1) Meeting Minutes.

(2) Other Deliverables.

**VIII. EFFECTIVE DATE**. [This section is required. The first sentence is always the effective date of the charter. For example, "This charter is effective upon signature." The second sentence covers amendments to the charter: for example, "Amendments to this charter are approved by the Chair of the Chief's Executive Council."]

**IX. RESOURCING**. [This section directs how the committee or council will be resourced, including travel expenses or meeting location expenses.]

*Figure 1. continued. NGB Charter Template*

Day Month Year

**X. POINT(S) OF CONTACT.** [The first sentence should name the office, directorate, branch, or division as the proponent for this charter: for example, "The Strategy, Policy, Plans, and International Affairs Directorate is the proponent for this charter." The point of contact is [Rank, Mr., or Ms.] [First and Last Name]; [Office Symbol]; [telephone number written as XXX-XXX-XXXX].

FIRST AND LAST NAME  
Rank, USA/USAF  
Title

**DO NOT ADD INFORMATION BEYOND THE 6TH PAGE**

*Figure 1. continued. NGB Charter Template*

ENCLOSURE D

REFERENCES

- a. Department of Defense (DoD) Directive 5105.77, 30 October 2015, "National Guard Bureau (NGB)," Incorporating Change 1, 10 October 2017
- b. DoD Instruction 5105.18, 10 July 2009, "DoD Intergovernmental and Intragovernmental Committee Management Program," Incorporating Change 2, 08 April 2019
- c. Army Regulation 15-39, 16 December 2023, "Department of the Army Intergovernmental and Intragovernmental Committee Management Program"
- d. Air Force Policy Directive 90-14, 09 February 2023, "Committee Management Programs"
- e. DoD Instruction 5105.04, 06 August 2007, "Department of Defense Federal Advisory Committee Management Program"
- f. National Guard Bureau Executive Secretariat website: <<https://armyeitaas.sharepoint-mil.us/sites/NGB-ES>>, accessed 03 December 2024
- g. Chief of the National Guard Bureau Instruction 5001.01, 05 December 2016, "National Guard Bureau Records Management Program"
- h. Chief of the National Guard Bureau Instruction 5050.01B, 08 February 2024, "National Guard Bureau Staff Actions"
- i. Title 41 Code of Federal Regulations, Sections 102-3.5 through 102-3.175, "Federal Advisory Committee Management"
- j. Chief of the National Guard Bureau Directive-Type Memorandum 5004.00, 30 July 2024, "National Guard Enterprise Governance System"
- k. National Guard Bureau Charter website: <<https://armyeitaas.sharepoint-mil.us/sites/ARNG-CoS-02/SitePages/Charters%E2%80%8B.aspx>> accessed 08 April 2025

## 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
FEMA	Federal Emergency Management Agency
GOAC	General Officer Advisory Committee
IAW	in accordance with
NG	National Guard
NGB	National Guard Bureau
NGB ACO	National Guard Bureau Advisory Committee Officer
NGB-GC	Office of the National Guard Bureau General Counsel
NGB-IG	Office of the National Guard Bureau Inspector General
TAG	The Adjutant General
VCNGB	Vice Chief of the National Guard Bureau

### PART II. DEFINITIONS

Appointing Authority -- An official authorized to establish an advisory committee and appoint its members. Appointing authorities for Chief of the National Guard Bureau Advisory Committees are the Chief of the National Guard Bureau, the Vice Chief of the National Guard Bureau, the Director of the Army National Guard, and the Director of the Air National Guard.

Committee -- Any committee, board, commission, council, conference, panel, task force, integrated process team, or other similar group or any subcommittee or subgroup thereof that is composed of United States or foreign officials and is established at the direction of the Office of the Secretary of Defense or Department of Defense Component Heads (reference b).

[Federal] Advisory Committee -- Any committee, subcommittee, board, commission, council, conference, panel, task force, or other similar group which is established by statute or reorganization plan, established or utilized by the President of the United States, or established or utilized by one or more agencies to obtain advice or recommendations for the President or one or more Federal agencies or employees. As defined, "Advisory Committee" does not include any committee that is composed solely of full-time or permanent part-time Federal employees, or any committee created by the National Academy of Sciences or the National Academy of Public Administration (Advisory Committee definition from reference e).

Intergovernmental Committee -- Any committee composed of full-time or permanent part-time Federal officers or employees and elected officers of State, local, and tribal governments (or their designated employees with authority to act on their behalf), acting in their official capacities (reference b).

Intragovernmental Committee -- Any committee composed wholly of full-time or permanent Federal officers or employees. Intragovernmental committees composed wholly of Department of Defense representatives from two or more Department of Defense Components may also be referred to as joint Department of Defense committees (reference b).