



CHIEF OF THE NATIONAL GUARD BUREAU INSTRUCTION

NGB-J3/4/7
DISTRIBUTION: A

CNGBI 7000.01A
04 October 2021

[Incorporating Change 1, Effective 26 June 2026](#)

JOINT DOCTRINE DEVELOPMENT

References: See Enclosure B.

1. Purpose. This instruction establishes policy and assigns responsibilities for National Guard (NG) participation in joint doctrine development in accordance with (IAW) reference a.
2. Cancellation. This instruction cancels and replaces its previous version, [Chief of the National Guard Bureau Instruction \(CNGBI\) 7000.01](#), 26 September 2016, “Joint Doctrine Development.”
3. Applicability. This instruction applies to the National Guard Bureau (NGB) [including the Office of the Chief of the National Guard Bureau, NGB](#) Joint Staff, Army National Guard and Air National Guard Directorates, and ~~National Guard~~ Joint Force Headquarters-State (NG JFHQs-State).
4. Policy. It is NG policy to ensure NG equities are incorporated into joint doctrine and to support the Chairman of the Joint Chiefs of Staff (CJCS) in developing joint doctrine IAW references a through [reference np](#).
 - a. Joint doctrine development guides the fundamental principles for employment of United States (U.S.) military forces in unified action to achieve unity of effort.
 - b. Joint doctrine enhances the operational and tactical effectiveness of the NGB, NG of the States, Territories, the District of Columbia, and NG JFHQs-State offices and their units by providing a common approach to operations.
 - c. Joint doctrine standardizes terminology, training, relationships, responsibilities, and processes for U.S. forces by providing the Joint Force Commander, NG JFHQs-State, Joint Task Force-State and their staffs the means to solve operational and tactical-level problems.
5. Definitions. See Glossary.

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6. Responsibilities. See Enclosure A.

7. Summary of Changes. This document updates ~~the policy statement~~ terms and definitions; and reflects the changes made to the updated reference a. [This change displays omitted information in red text and new information in blue text.](#)

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. Director of the Army National Guard (DARNG), Director of the Air National Guard (DANG), ~~National Guard Bureau, Director of Space Operations (NGB-DSO), National Guard Bureau~~ Director of Staff (NGB-DS), The Adjutants General and the Commanding General of the District of Columbia-NG. The DARNG, DANG, ~~NGB-DSO~~, NGB-DS, The Adjutants General, and the Commanding General of the District of Columbia will:

a. Support the joint doctrine development process IAW with reference a and [reference e](#).

b. Provide analysis of exercise inputs, real-world operations, and experiments.

~~c. Respond to assessment process feedback requests.~~

[cd](#). Review, analyze, and evaluate joint publication drafts for technical accuracy and relevance.

~~de~~. As an active participant in the joint doctrine development process, ensure NG equities are reflected during the development of joint doctrine.

2. Director of Operations (NGB-J3/4/7). The Director of NGB-J3/4/7 will:

a. Serve as NGB's representative to the Joint Doctrine Development Community IAW reference a and reference e.

b. Oversee NG contributions to the joint doctrine development process IAW reference e.

c. Promote NG States, Territories, and District of Columbia joint doctrine program awareness, development, and participation.

[d. Ensure the Chief of the Joint Force Development and Training Division \(NGB J3/4/7-T\) or another designated representative:](#)

~~3. Chief of the Joint Training and Exercise Division (NGB-J37). The Chief of NGB-J37 will:~~

~~a.~~ [\(1\)](#) Executes the NGB's joint doctrine development program in coordination with the CJCS Directorate for Joint Force Development.

~~b.~~ [\(2\)](#) Acts as the NGB agent for representing NG positions and equities on joint doctrine to the Joint Doctrine Development Community.

- ~~e.~~ [\(3\)](#) Manages~~s~~ the NGB's joint doctrine development program.
- ~~d.~~ [\(4\)](#) Ensures~~s~~ joint doctrine is consistent with existing capabilities.
- ~~e.~~ [\(5\)](#) Establishes policies and procedures for developing joint doctrine and terminology IAW references a and e.
- ~~f.~~ [\(6\)](#) Solicits~~s~~ participation of NG States, Territories, and District of Columbia in joint doctrine development, review, and revision.
- ~~g.~~ [\(7\)](#) Ensures~~s~~ NG capabilities, roles, and tactics are accurately described in joint doctrine, as required.

ENCLOSURE B

REFERENCES

- a. Chairman of the Joint Chiefs of Staff (CJCS) Instruction 5120.02GE, ~~1306~~ November ~~20252020~~, "Joint Doctrine Development System," Joint Electronic Library <<https://www.jcs.mil/Doctrine/Joint-Doctrine-Pubs/Reference-Series/>>, accessed ~~07 April 2026~~~~25 August 2021~~
- b. Title 10 United States Code, Chapter 5, "Joint Chiefs of Staff," Section 153, "Chairman: Functions"
- c. Department of Defense (DoD) Directive 5105.77, 30 October 2015, "National Guard Bureau (NGB)," Incorporating Change 1, 10 October 2017
- d. DoD Directive 5105.83, 05 January 2011, "National Guard Joint Force Headquarters-State (NG-JFHQs- State)," Incorporating Change 2, 31 March 2020
- e. CJCS Manual 5120.01DB, ~~1306~~ November ~~20252020~~, "Joint Doctrine Development and Revision Process," Joint Electronic Library <<https://www.jcs.mil/Doctrine/Joint-Doctrine-Pubs/Reference-Series/>>, accessed ~~07 April 2026~~~~25 August 2021~~
- f. DoD Directive 1322.18, 03 October 2019, "Military Training"
- ~~g. DoD Directive 5132.03, 29 December 2016, "DoD Policy and Responsibilities Relating to Security Cooperation"~~
- gh. CJCS Instruction 1800.01GF, 15 ~~April~~~~May 2024~~~~2020~~, "Officer Professional Military Education Policy"
- hi. CJCS Instruction 1805.01DB, ~~12 December 2025~~~~15 May 2015~~, "Enlisted Professional Military Education Policy"
- ij. CJCS Instruction 3500.01KJ, ~~12 November 2024~~~~13 January 2020~~, "Joint Training Policy for the Armed Forces of the United States"
- jk. CJCS Guide 3401D, 15 November 2010, "CJCS Guide to the Chairman's Readiness System," Certified Current, 25 November 2013
- ~~l. CJCS Manual 3130.01A, 25 November 2014, "Campaign Planning Procedures and Responsibilities"~~
- km. CJCS Manual 3500.03FE, ~~08 August 2025~~~~20 April 2015~~, "Joint Training Manual for the Armed Forces of the United States"

h. CJCS Instruction 5705.01H~~G~~, 04 April 2023~~03 October 2020~~, “Standardization of Military and Associated Terminology”

m~~e~~. Joint Publication 1, Volume 1, 27 August 2023, “Joint Warfighting”~~25 March 2013, “Doctrine for the Armed Forces of the United States,” Incorporating Change 1, 12 July 2017~~

n~~p~~. CJCS Series 3150.25, “Joint Lessons Learned Program”

GLOSSARY

PART I. ACRONYMS

DANG	Director of the Air National Guard
DARNG	Director of the Army National Guard
CJCS	Chairman of the Joint Chiefs of Staff
CNGB	Chief of the National Guard Bureau
IAW	In accordance with
NG	National Guard
NG JFHQs-State	National Guard Joint Force Headquarters-State
NGB	National Guard Bureau
NGB-DS	National Guard Bureau Director of Staff
NGB-DSO	Director of Space Operations
NGB-J3/4/7	Operations Directorate
NGB-J3/ 4/7-T	Joint Force Development and Training and Exercise Division
U.S.	United States

PART II. DEFINITIONS

Joint Doctrine -- Fundamental principles [and standardized terminology](#) that guide the employment of United States military forces in coordinated action toward a common objective; and may include tactics, techniques, and procedures. [See reference a.](#)

Joint Doctrine Development Community -- [The Components of the Department of War collectively responsible for developing and revising joint doctrine.](#) [See reference a.](#) ~~The Chairman of the Joint Chiefs of Staff; Joint Staff; Combatant Commands; Services; National Guard Bureau; combat support agencies; National Defense University; United States Element, North American Aerospace Defense Command; and Chairman of the Joint Chiefs of Staff-controlled activities.~~

Joint Doctrine ~~Development~~ System -- The system of ~~lead agents~~, Joint Staff doctrine sponsors, [lead agents](#), [technical review authorities](#), ~~primary review authorities~~, coordinating review authorities, ~~technical review authorities~~, ~~assessment agents~~, Joint Doctrine Planning Conferences, [joint working groups](#), procedures, and the hierarchical framework designed to ~~initiate~~, develop [and revise](#), ~~approve, and maintain~~ joint publications. [See reference a.](#)

Joint Publication -- A compilation of agreed-to fundamental principles, considerations, ~~and~~ guidance, [and terminology](#) on a particular topic, approved by the Chairman of the Joint Chiefs of Staff; or authorized designee, [which guides](#) ~~guiding~~ the [employment of a](#) joint force toward a common objective. [See reference a.](#)