



# CHIEF NATIONAL GUARD BUREAU INSTRUCTION

NGB-J1  
DISTRIBUTION: B

CNGBI 1701.01A  
15 November 2016

## MANPOWER AND ORGANIZATION POLICIES AND STANDARDS

References: See Enclosure B.

1. Purpose. This instruction establishes policies and standards, assigns responsibilities, and outlines the process for documenting joint manpower requirements and obtaining approval for adjustments to organizational structure and manpower authorizations within the National Guard Bureau (NGB). This policy codifies actions for a total portfolio review of NGB manpower, is consistent with reference a, and implements many of the principles of reference b. For the purposes of the NGB Joint Manpower Program (JMP), this instruction is the primary policy reference.

2. Superseded. The previous edition of CNGBI 1701.01, "Manpower and Organization Policies and Standards," 7 February 2014, is superseded by this instruction.

3. Applicability. The policies in this instruction apply to the National Guard Bureau as defined in references a and c, to include the Office of the Chief, National Guard Bureau (OCNGB), the National Guard Bureau Joint Staff (NGBJS), the Army National Guard (ARNG) Directorate, and the Air National Guard (ANG) Directorate.

4. Policy. NGB manpower is managed in accordance with this instruction. The NGB Joint Manpower Validation Process (JMVP), as described in this instruction, is used to address reviews of and changes to manpower and organizational structure and manpower resourcing decisions for the NGB. The NGB Joint Table of Distribution (JTD), managed according to the NGB JMP, is the official NGB manpower document.

5. Definitions. See Glossary.

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6. Responsibilities.

a. Chief, National Guard Bureau (CNGB). The CNGB will assign functions and responsibilities of the NGB and determine NGB manpower requirements consistent with CNGB authorities detailed in references a and d and manpower policies detailed in references b and e.

b. Vice Chief, National Guard Bureau (VCNGB). The VCNGB will develop and maintain procedures for implementing and executing the NGB Joint Manpower Program (JMP).

c. Directors of the ARNG (DARNG) and the ANG (DANG). The DARNG and the DANG will:

(1) Maintain ARNG and ANG manpower and personnel documents of record in accordance with their authorities, informing the JMP.

(2) Establish and document manpower program and manpower validation process procedures for managing and documenting manpower requirements and authorizations in the ARNG and ANG Directorates that are consistent with this instruction and with applicable Army regulations and Air Force instructions.

(3) Provide timely input of organizational structure, requirements, and authorizations to maintain a current and accurate NGB JTD.

(4) Designate an office to execute the NGB Joint Manpower Program within their respective Directorates.

(5) Participate in the JMVP of other NGB components when requested.

d. NGBJS Director of Manpower and Personnel (NGB-J1). NGB-J1 will:

(1) Maintain the NGB JTD to reflect approved organizational structure and resourcing plans for the NGB.

(2) Publish and periodically update an NGB Joint Manpower Document (JMD) as defined in Enclosure A.

(3) Facilitate periodic reviews, for CNGB approval, of NGB organizational structure, manpower, and resourcing.

7. Summary of Changes. This instruction includes the following revisions:

a. Incorporates the manpower validation policies and procedures for the ARNG Directorate and the ANG Directorate within an integrated NGB JMP.

b. Provides increased specificity of NGB joint manpower policies, including use of contractor personnel and provision of offsets when requesting additional manpower requirements.

8. Releasability. This instruction is approved for public release; distribution is unlimited. Obtain copies through <<http://www.ngbpdcc.ngb.army.mil>>.

9. Effective Date. This instruction is effective upon publication.



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Enclosures:

- A -- The National Guard Bureau Joint Manpower Program
- B -- References
- GL -- Glossary

ENCLOSURE A

THE NATIONAL GUARD BUREAU JOINT MANPOWER PROGRAM

1. Compliance. The NGB will organize in accordance with the policies stated below. The ARNG and ANG Directorates will establish and document manpower policies that are consistent with Service manpower regulations and instructions, and that, to the maximum extent possible, are also consistent with this enclosure and reference e.

2. Elements of the NGB JMP.

a. In accordance with reference b, the NGB JMP comprises the NGB JMVP and the NGB JMD.

b. The NGB JMVP establishes the organization, missions, and functions of the NGB and validates minimum essential manpower requirements to execute the missions and functions.

c. The NGB JMD comprises the mission, functions, organizational structure, and current and projected manpower needs for all organizations documented on the NGB JTD.

d. The NGB JTD shall document organizational structure, manpower requirements, and authorizations, for the NGB, to include OCNGB, NGBJS, the ARNG Directorate, and the ANG Directorate, in accordance with references a and c.

3. National Guard Bureau General Manpower Policies.

a. Requirements will be restricted to the minimum manning necessary to accomplish the approved mission of the NGB and the associated workload.

b. Requirements will be based on an average workload as expected to continue for a minimum of 36 months. Short duration missions will be supported through augmentation, temporary duty tasking, civilian overhire, or other temporary solutions.

c. NGB organizations and functions will be structured to maximize efficiencies and avoid duplicating capabilities.

d. Manpower grade requirements will be established based on mission requirements and position duties.

e. Positions for assistants, deputies, executive officers, and advisors will usually be limited to those directly supporting General or Flag Officers, or O-6 level directors and chiefs.

f. Positions will not be authorized for the sole purpose of creating career progression or simply providing parent Service representation.

g. All manpower requirements of the NGB, as defined in references a and c, will be documented on the NGB JTD.

h. Colonels or civilian requirements at the grade of GS-15 will not usually be validated to support colonels or GS-15s at or below division level.

i. Manpower changes involving increased requirements or authorized strength levels will not be considered absent proposed offsets internal to the requesting organization or validated programmed actions by each Service Component.

4. NGB Contractor Utilization Policy. The NGB shall comply with all applicable laws and regulations governing contracting for services and utilizing contractors, including reference f.

5. National Guard Bureau Organizational Structure.

a. Organizational Structure Policies.

(1) The standard NGB organizational hierarchy, in accordance with reference b, is directorate, division, and branch. These types of organizational elements are broad enough in scope to encompass all related areas and minimize the span of control of each major organizational element.

(2) Typically, a directorate will have two or more divisions, a division will have 15 or more requirements, and a division will have two or more branches with at least 4 requirements each. Organizations at directorate and division level not large enough to be designated directorates or divisions should be designated as offices.

b. Office Symbol Guidance.

(1) Office symbols in the NGB will be selected to maximize the organizational benefit in these three areas:

(a) Clarify the placement of an activity within the NGB organizational structure and denote its functional responsibilities.

(b) Identify the originators of written and electronic correspondence for records and historical purposes.

(c) Facilitate communication and coordination within NGB and across Department of Defense (DoD) organizations.

(2) OCNGB and NGBJS office symbols will be:

(a) Consistent, to the extent possible, with those used by the Joint Staff and the Combatant Commands.

(b) Prefixed with the letters "NGB" and a hyphen.

(c) Changed only when necessary, and only through the JMVP.

(3) ARNG Directorate and ANG Directorate office symbols may be consistent with their respective Services, and will be structured to avoid confusion with other organizational elements of the NGB.

#### 6. National Guard Bureau Supervisory and Administrative Positions Policy.

a. Dedicated deputy positions are not usually authorized below the level of deputy director.

b. Dedicated supervisory positions are not usually authorized below the division level. The title of "branch chief" may be used, but the position as titled must be that of a working supervisor.

c. Administrative positions should only be authorized when administrative workload supports the use of a full-time resource dedicated to administrative functions. When evaluating the need for administrative positions, care will be taken not to shift workload to higher-grade technical and action officer personnel.

#### 7. Periodic Review and Assessment of NGB Organization, Manpower, and Resourcing.

a. NGB-J1 will facilitate a periodic review and assessment of NGB organization, manpower requirements, and manpower resourcing every three years, or as needed. This review will be conducted to ensure that NGB manpower and organizational structure are aligned strategically to effectively meet the roles and responsibilities of the CNGB. The review will identify any excess capacity, unneeded duplication, or shortfalls in critical areas in NGB manpower requirements. Issues identified will be addressed through the

applicable JMVP. Requirements not reflected as authorized for three or more consecutive years should be reviewed for possible removal from the JTD.

b. To increase the effectiveness of the periodic review, CNGB may seek assistance or input from external organizations on the process, procedures, and outcomes.

ENCLOSURE B

REFERENCES

- a. DoD Directive 5105.77, 30 October 2015, "National Guard Bureau"
- b. CJCS Instruction 1001.01B, 7 October 2014, "Joint Manpower and Personnel Program"
- c. CNGB Instruction 0100.01, 11 January 2013, "Organization of the National Guard Bureau"
- d. Title 10 United States Code, Section 10508
- e. DoD Directive 1100.4, 12 February 2005, "Guidance for Manpower Management"
- f. DoD Directive 1100.22, 12 April 2010, "Policy and Procedures for Determining Workforce Mix"
- g. DoD Instruction 1300.19, 4 March 2014, "DoD Joint Officer Management (JOM) Program"
- h. CJCS Instruction 1330.05A, 15 December 2015, "Joint Officer Management Program Procedures"



## GLOSSARY

### PART I. ABBREVIATIONS AND ACRONYMS

ANG	Air National Guard
ARNG	Army National Guard
CJCS	Chairman of the Joint Chiefs of Staff
CNGB	Chief of the National Guard Bureau
CNGBI	Chief of the National Guard Bureau Instruction
DANG	Director of the Air National Guard
DARNG	Director of the Army National Guard
DoD	Department of Defense
JMD	Joint Manpower Document
JMP	Joint Manpower Program
JMVP	Joint Manpower Validation Process
JTD	Joint Table of Distribution
NGB	National Guard Bureau
NGBJS	National Guard Bureau Joint Staff
OCNGB	Office of the Chief of the National Guard Bureau
VCNGB	Vice Chief of the National Guard Bureau

### PART II. DEFINITIONS

Joint Manpower Document -- The document that reflects an activity's mission, functions, organization, and current and projected manpower needs.

Joint Manpower Program -- A program, comprising a manpower validation process and a manpower document, to ensure joint activities have the minimum manpower with the appropriate skills and experience to carry out assigned missions, tasks, and functions. The Joint Manpower Program encompasses the approval of joint manpower requirements and authorizations and the mechanisms for translating the joint authorizations into specific Service personnel assignment actions.

Joint Manpower Validation Process -- A process for validating an organization's mission, functions, and structure, and the minimum essential manpower requirements to execute the missions and functions.

Joint Table of Distribution -- A manpower document that identifies the positions and enumerates the spaces that have been approved for each organizational element of a joint activity for a specific fiscal year.