



# CHIEF NATIONAL GUARD BUREAU INSTRUCTION

NGB-GOMO  
DISTRIBUTION: A

CNGBI 1704.01  
19 October 2016

## NATIONAL GUARD JOINT OFFICER MANAGEMENT PROGRAM

References: See Enclosure B.

1. Purpose. This instruction establishes policy and assigns responsibilities for the National Guard (NG) Joint Officer Management (JOM) Program to create a pool of NG officers who are systematically and progressively developed throughout their career in joint matters and ensures NG Senior Field Grade and General Officers have the requisite experience and education to be highly proficient in joint matters in accordance with (IAW) references a, b and c.
2. Cancellation. None.
3. Applicability. This instruction applies to the selection and assignment of NG officers to Joint Duty Assignment (JDA) positions in which they will serve in a Title 10 (T10) duty status. Nothing in this instruction supersedes Service-specific Joint Officer Development (JOD) policies.
4. Policy. It is NG policy that:
  - a. Effective 01 October 2020, only officers with significant joint experience, as defined in the glossary, will be nominated or appointed to NG General Officer T10 assignments. This provision may be waived by the Chief of the National Guard Bureau (CNGB) on a case-by-case basis.
  - b. By 01 October 2020, the promotion rates of NG officers who are assigned to or have served in standard JDA (S-JDA) or have Joint Qualified Officers (JQO) designation should meet the intent of objectives outlined in section 662 of reference a.
  - c. To the maximum extent practicable, NG graduates from a joint professional military education level II (JPME-II) school within the National Defense University (NDU) to include Joint Combined Warfighting School-Hybrid

**UNCLASSIFIED**

(JCWS-Hybrid), will be assigned to a JDA as their next duty assignment after graduation.

d. At least 50 percent of NG graduates from a JPME-II level school within the NDU to include JCWS-Hybrid who are not designated as JQOs should be assigned to a JDA as their first duty assignment after graduation.

e. As depicted in Figure 1 below, the NG JOM Program will:

(1) Synchronize the use of available resources for the development of joint experienced leaders while supporting the unique requirements of the NG.

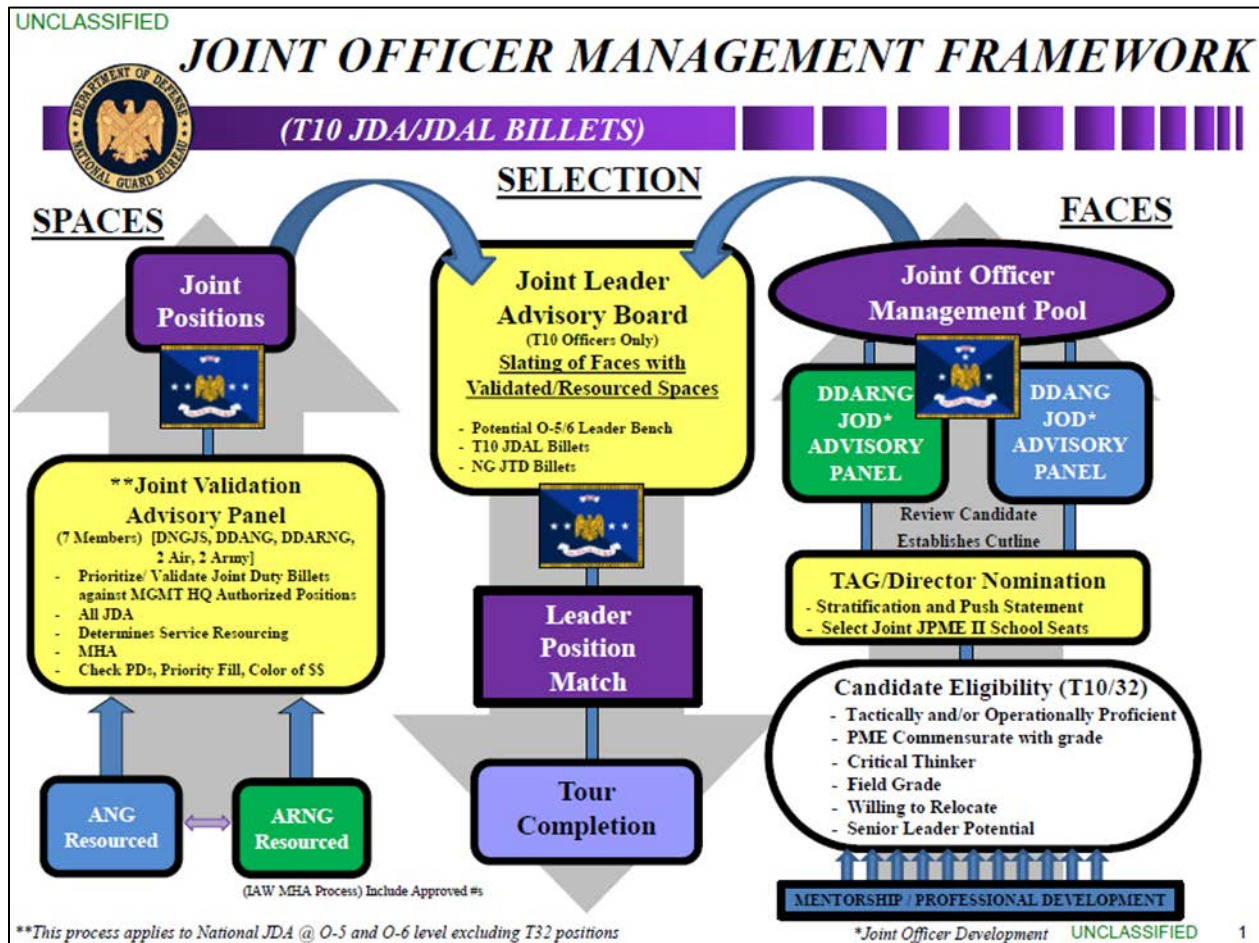
(2) Establish metrics for defining, assessing, and validating NG joint officer requirements within the NG.

(3) Establish procedures to document joint duty experience, education, and training of all officers for joint qualification level award recognition IAW reference c.

(4) Identify NG S-JDAs on the joint duty assignment list (JDAL) for designation as critical JDA (C-JDA) billets pursuant to section 661 of reference a. All NG JDA positions will be filled with JQOs unless waived by the Chairman of the Joint Chiefs of Staff.

(5) Synchronize joint officer qualification efforts between the Army National Guard (ARNG) and Air National Guard (ANG) and establish a JOM requirements validation, nomination, and slating process consistent with the requirements outlined in references d, e, f, g, and h.

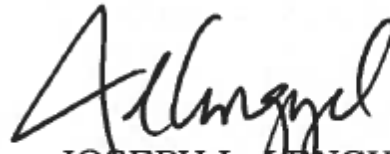
(6) Maximize opportunities for The Adjutants General (TAG) to nominate Title 32 (T32) officers to serve in JDAs in order to enhance their joint military experience and provide additional experiential opportunities to achieve JQO designation.



**Figure 1.** NG JOM Program Framework

5. Definitions. See Glossary.
6. Responsibilities. See Enclosure A.
7. Summary of Changes. This is the initial publication of CNGBI 1704.01.
8. Releasability. This instruction is approved for public release; distribution is unlimited. Obtain copies through <<http://www.ngbpdc.ngb.army.mil>>.

9. Effective Date. This instruction is effective upon publication and must be reissued, cancelled, or certified as current every five years.



JOSEPH L. LENGYEL  
General, USAF  
Chief, National Guard Bureau

Enclosures:

- A -- Responsibilities
- B -- References
- GL -- Glossary

ENCLOSURE A  
RESPONSIBILITIES

1. CNGB. The CNGB will:

- a. Determine, in consultation with the Joint Validation Advisory Panel (JVAP), NG JOM Program requirements IAW references h, i, j and k.
- b. Provide guidance and set objectives for the ARNG and ANG Joint Officer Development Advisory Panels (JODAP) on prioritization and criteria for nominations to the JOM pool.
- c. Provide guidance on prioritization and resourcing of T10 JDAL billets and designation of C-JDA billets.
- d. Approve selection of officers for assignment to validated JDAL billets, joint education, and joint training opportunities in consultation with the Joint Leader Advisory Board (JLAB).
- e. Approve requests to apply for early release from JDAL or other key NG Joint Staff (NGJS) assignments as outlined in reference c.
- f. Approve level of resourcing by Service in support of prioritized JDAL positions.

2. Vice Chief of the National Guard Bureau (VCNGB). The VCNGB will:

- a. Chair the JLAB.
- b. Review and recommend approval of officers selected to serve in joint duty assignments.
- c. Provide oversight to ensure the ARNG and ANG develop a sufficient number of officers eligible for assignment to S-JDAs and C-JDAs.
- d. Ensure qualifications of officers assigned to S-JDAs and C-JDAs are such that the promotion rates of those officers meet the objectives in section 662 of reference a.
- e. Review and approve prioritized list of NG JDAL positions recommended by the JVAP.

3. Chief of the National Guard Bureau (NGB) General Officer Management Office (NGB-GOMO). The Chief of NGB-GOMO will:

- a. Oversee the implementation of the NG JOM Program and serve as the principal advisor to the CNGB on NG JOM Program matters.
- b. Establish a JOM branch within NGB-GOMO.
- c. Develop and maintain procedures for implementing and executing the NG JOM Program, and coordinate and publish a CNGB Manual applicable to this instruction.
- d. Develop a charter for the JVAP to validate, prioritize, and advise the CNGB on the level of resourcing T10 JDAL requirements.
- e. Develop a charter for the JLAB to assign field grade leaders from the validated pool of joint officer candidates to available S-JDA and C-JDA positions.
- f. Monitor compliance with this instruction.
- g. Prepare an annual report for the CNGB on the progress of increasing the number of JQOs in the NG.
- h. Prepare NG JOM Program reports, as required, for CNGB's submission to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff.
- i. Manage the NG JDAL requirements validation process.
- j. Monitor and manage NG inputs and reports within the Joint Duty Assignment Management Information System.
- k. Coordinate with the Joint Staff Directorate of Manpower and Personnel IAW established guidance to ensure NG officers receive joint duty credit for joint experience.
- l. Establish metrics to measure increased joint capacity and performance including the accounting of joint duty point recognition, education, and training of all officers. This includes self-nomination of joint experience for point recognition outside the traditional joint duty assignment positions.
- m. Notify the NGJS Director of Manpower and Personnel (NG-J1) and the Directors of the ARNG (DARNG) and ANG (DANG) of available NDU JPME-II allocations, and coordinate with the ANG and ARNG for priority fill of NDU school seats.

n. Monitor JPME-II post-graduate assignment actions to ensure compliance with this instruction.

o. Coordinate JOM training and education policies with the Directorate of Domestic Operations and Force Development (NG-J3/7).

p. Develop a tracking and management system for JOD that values joint qualifications and competencies and directly links Service systems supporting assignment selection and education.

q. Coordinate NG joint officer education and JOM issues with the Joint Staff Directorate for Joint Force Development (JCS J7), NDU, ARNG, ANG, and other Service schools.

4. Director of NG-J1. The Director of NG-J1 will:

a. Oversee and administer identification and validation of NG S-JDA nominations IAW references d and j.

b. Provide a list of current and validated NG JDAL billets and joint table of distribution Lieutenant Colonel (O5) and Colonel (O6) level billets and their associated position descriptions to the JVAP annually.

c. Develop a charter for, and provide oversight and administrative support to, the T32 JOM Functional Advisory Committee.

d. Serve as the principle representative for the CNGB in relevant Joint Chiefs of Staff and Office of the Secretary Defense (OSD) councils, working groups, and planning meetings to include, but not limited to the:

(1) JCS J7 Military Education Coordination Council.

(2) OSD Joint Requirements Oversight Council.

5. Director of NG-J3/7. The Director of NG-J3/7 will:

a. Establish a methodology to identify NG JPME-II requirements and make a recommendation for CNGB approval.

b. Determine requirements for NG instructors at JPME-II awarding Service schools and NDU in order to meet NG JOM Program policy objectives, and report annually to the JVAP.

c. Develop and coordinate JOM training and education.

6. DARNG and DANG. The DARNG and DANG will:

- a. Establish a JODAP for their respective Service to nominate a pool of high-potential candidates for consideration for joint assignments.
- b. Appoint their respective Deputy Directors to lead the JODAP.
- c. Review and approve the order-of-merit list of eligible candidates compiled by their Service JODAP for consolidation into the JOM pool.
- d. Monitor assignment actions to meet the intent of this instruction.
- e. Monitor the careers of JQOs and officers who are serving or have served in S-JDAs to ensure compliance with references c and k.

7. TAGs and the Commanding General of the District of Columbia NG (CG). TAGs and the CG will:

- a. Manage the professional development of their officers, both T32 and attached T10.
- b. Develop programs at each NG Joint Force Headquarters-State (NG JFHQs-State) to identify officers with potential to serve in joint assignments.
- c. Coordinate with NG-J1 to identify and nominate appropriate NG JFHQs-State billets for inclusion on the JDAL.
- d. Nominate high-potential field grade officers to the DARNG and DANG for consideration to serve in T10 assignments designated by the JVAP and approved by the CNGB.



ENCLOSURE B

REFERENCES

- a. 10 U.S.C. Chapter 38, “Joint Officer Management”
- b. DoD Instruction 1300.19, 04 March 2014, “DoD Joint Officer Management Program”
- c. CJCS Instruction 1330.05A, 15 December 2015, “Joint Officer Management Program Procedures”
- d. CNGB Instruction 7101.01, 19 October 2015, “Joint Professional Military Education, Level II and Advanced Joint Professional Military Education Student Selection Guidance”
- e. CJCS Instruction 1331.01D, 11 February 2013, “Manpower and Personnel Actions Involving General and Flag Officers”
- f. CJCS Instruction 1800.01E, 29 May 2015, “Officer Professional Military Education Policy (OPMEP)”
- g. CJCS Instruction 1801.01D, 10 June 2015, “National Defense University Policy”
- h. DoD Directive 5105.77, 30 October 2015, “National Guard Bureau (NGB)”
- i. DoD Directive 5105.83, 05 January 2011, “National Guard Joint Force Headquarters-State (NG JFHQs-State)”
- j. CNGB Instruction 1701.01, 07 February 2014, “Manpower and Organization Policies and Standards”
- k. CJCS Instruction 1340.01A, 16 September 2013, “Assignment of Officers (O-6 and Below) and Enlisted Personnel to the Joint Staff”

## GLOSSARY

### PART I. ACRONYMS

ANG	Air National Guard
ARNG	Army National Guard
CG	Commanding General of the District of Columbia National Guard
C-JDA	Critical Joint Duty Assignment
CNGB	Chief of the National Guard Bureau
DANG	Director of the Air National Guard
DARNG	Director of the Army National Guard
JCS J7	Joint Staff Directorate for Joint Force Development
JCWS-Hybrid	Joint Combined Warfighting School-Hybrid
JDAL	Joint Duty Assignment List
JLAB	Joint Leader Advisory Board
JOD	Joint Officer Development
JODAP	Joint Officer Development Advisory Panel
JOM	Joint Officer Management
JPME-II	Joint Professional Military Education Level II
JVAP	Joint Validation Advisory Panel
NDU	National Defense University
NG	National Guard
NG JFHQs-State	Joint Force Headquarters-State
NGB	National Guard Bureau
NGB-GOMO	Office of National Guard General Officer Management
NG-J1	Directorate of Manpower and Personnel
NG-J3/7	Directorate of Domestic Operations and Force Development
NGJS	National Guard Joint Staff
OSD	Office of the Secretary of Defense
S-JDA	Standard Joint Duty Assignment
TAG	The Adjutant General
T10	Title 10
T32	Title 32
VCNGB	Vice Chief of the National Guard Bureau

### PART II. DEFINITIONS

Critical Joint Duty Assignment -- Position proposed by heads of joint activities that are approved by the Under Secretary of Defense for Personnel and Readiness with the recommendation of the Chairman of Joint Chiefs of Staff and requires the incumbent to have previous experience and education in joint matters.

Experience Based Joint Duty Assignment -- An assignment, other than a

joint duty assignment list position, through which an officer demonstrates knowledge, skills, and abilities in joint matters that may be shorter in duration and therefore aggregated to achieve the equivalent of a full tour in a Standard Joint Duty Assignment, as determined under such regulations and policies prescribed by the Secretary of Defense

Joint Experience -- Knowledge, skills, proficiency, and expertise in Joint matters that have been gained by Reserve Component officers who have performed duty in one or more joint duty assignment or in positions with duties similar to those described in subparagraphs 6.4.1. through 6.4.4. of reference b, which may include duties in joint exercises, alternative education, research, and/or other similar activities that afford officers some joint acculturation.

Joint Officer Development -- A process to produce the largest possible body of fully qualified officers for joint and staff responsibilities by cultivating an officer's service competencies and transforming them into joint capabilities through Joint Professional Military Education, training, experiences and self-development.

Joint Officer Management -- The cradle-to-grave method of managing officers through the continuum of joint experiences, including developmental and joint assignments. It also provides the mechanism for tracking joint experiences and qualifications.

Joint Qualified Officer Level III -- An officer (O-4 and above) who has completed the Joint Qualification Level III requirements, and has been so designated by the Secretary of Defense.

Service -- For the purposes of this instruction, except when used in the phrase "Service schools", the term Service refers to the Army National Guard and the Air National Guard.

Significant Joint Experience -- At a minimum, completion of Joint Professional Military Education Level II or Advanced Joint Professional Military Education and no less than 50% of the joint points required to achieve joint qualification level III in accordance with reference a.

Standard Joint Duty Assignment -- An assignment for an approved joint duty assignment list position in a multi-Service, joint, or multinational command or activity that is involved in the integrated employment or support of land, sea and air forces.