



CHIEF OF THE NATIONAL GUARD BUREAU INSTRUCTION

NGB-J5
DISTRIBUTION: A

CNGBI 5100.01A
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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 (NGB)," Incorporating Change 1, 10 October 2017
 - c. Chairman of the Joint Chiefs of Staff Instruction 3100.01E, 21 May 2021, "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 the previous version, Chief of the National Guard Bureau (CNGB) Instruction 5100.01, 26 January 2017, "National Guard Strategic Planning System."
 3. Applicability. This instruction applies to all elements of the NG. It does not supersede existing Army National Guard (ARNG), Air National Guard (ANG), or National Guard Bureau (NGB) Space Operations (NGB-SO) processes and products regarding strategic planning.
 4. Policy. It is NGB policy to maintain the NGSPS as the primary mechanism for the development and coordination of NG strategy documents, NGB inputs to the Joint Strategic Planning System (JSPS), and other products.
 - a. General. The NGSPS assists the CNGB in advising the President of the United States, Secretary of Defense, Secretary of the Army, Secretary of the Air Force, Chairman of the Joint Chiefs of Staff, Chief of Staff of the Army, Chief of Staff of the Air Force, and the Combatant Commanders; directing the NGB; and providing guidance to the NG of the States, Territories, and District of Columbia (hereinafter referred to as "States"), in accordance with the references.

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b. NGSPS Structure. The NGSPS provides a formal structure to enable the CNGB, administered by the VCNGB, to fulfill the assess, advise, and guide responsibilities by analyzing the strategic environment; identifying and aligning strategic NG ends, ways, and means; identifying and mitigating NG strategic and military risk; providing advice and assessments regarding NG policies, authorities, and capabilities; issuing guidance to the NGB and NG; and making recommendations to the States regarding non-Federal roles and missions.

c. NGSPS Products. NGSPS products represent the CNGB's military advice and guidance, informed by inputs from the Office of the CNGB, NGB Joint Staff, ARNG, ANG, and NGB-SO, The Adjutants General, and the Commanding General of the District of Columbia.

d. Office of Primary Responsibility (OPR). The OPR bears responsibility for completing an action, process, or product within the specified commodity area and coordinates with Offices of Coordinating Responsibility (OCRs) to ensure completeness and accuracy of each item within the NGSPS.

e. OCR. The OCR serves as a subject matter expert and provides the OPR with timely and accurate data and information to complete processes and products within the NGSPS.

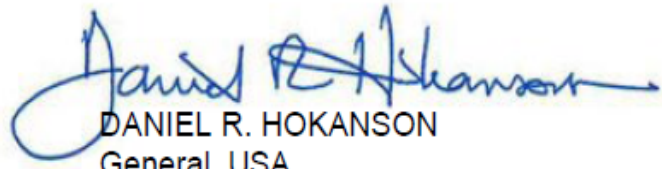
5. Definitions. See Glossary.

6. Responsibilities. See Enclosure A.

7. Summary of Changes. This instruction updates the NGSPS to reflect changes in reference c; reorganizes NGSPS products and process into eight Strategic Disciplines: Strategic Direction; Strategic and Contingency Planning, Readiness, Joint Capability Development; Force Development; Force Management and NG Integration; Programming and Budget; and Strategic Communications; and assigns OPRs, support products, and processes for each Strategic Discipline.

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 revised, reissued, cancelled, or certified as current every ten years.



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Enclosures:

A -- Responsibilities
GL -- Glossary

ENCLOSURE A
RESPONSIBILITIES

1. NGB Director of Staff (NGB-DS). The NGB-DS will oversee and report to the CNGB on the development, implementation, monitoring, and assessment of the NGSPS.
2. Office of the CNGB Office Chiefs and NGB Joint Staff Directors. Office of the CNGB Office Chiefs and NGB Joint Staff 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 indicated in Figure 1.
3. Director of Manpower and Personnel (NGB-J1). The Director of NGB-J1 will:
 - a. Serve as the NGB OPR for the Joint Personnel Estimate.
 - b. Serve as an OCR as indicated in Figure 1.
4. Director of Joint Intelligence (NGB-J2). The Director of NGB-J2 will:
 - a. Serve as the NGB OPR for the Joint Strategic Intelligence Estimate.
 - b. Serve as an OCR as indicated in Figure 1.
5. Director of Operations (NGB-J3/4/7). The Director of NGB-J3/4/7 will:
 - a. Serve as the NGB OPR for the Readiness and the Force Management and NG Integration Strategic Disciplines.
 - b. Serve as the NGB OPR for the following JSPS and NGSPS products: Joint Logistics Estimate, Joint Irregular Warfare Assessment, Joint Force Readiness Review, Global Integration Campaign of Learning, Globally Integrated Exercises, Global Force Management Allocation Plan, Chairman's Guidance for Training and Exercise Support to Global Integration, Joint Readiness Update, Joint Command, Control, Communications, and Cyber Estimate.
 - c. Serve as the NGB OPR for the Chairman's Readiness System, Joint Operation Planning and Execution System, and Joint Readiness Working Group.
 - d. Serve as an OCR as indicated in Figure 1.
6. Director of Strategy, Policy, Plans, and International Affairs (NGB-J5). 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, Global Integration Framework, Guidance for Development of Alliances and Partnerships, Joint Strategic Campaign Plan, National Defense Strategy National Military Strategy, Unified Command Plan, National Guard Strategy, National Guard Strategic Estimate, National Guard Bureau Strategic Plan, and National Guard 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 indicated 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 Chiefs of Staff J5 Strategic Plans and Policy forums, to include the Joint Strategy Working Group and Joint Worldwide Planners Seminar.

7. NGB Chief Information Officer (NGB-J6). The NGB-J6 will serve as an OCR as indicated in Figure 1.

8. Director of Programs and Requirements (NGB-J8). The Director of NGB-J8 will:

a. Serve as the NGB OPR for the Joint Force Development, Capability Development, and Programming and Budget Strategic Disciplines.

b. Serve as the NGB OPR for the following JSPS and NGSPS products: Defense Planning Guidance, Family of Joint Concepts, Joint Force Integration Cell, Capstone Concept for Joint Operations, Joint Operating Environment, Global Force Management Implementation Guidance, "Forces For Unified Combatant Commands" Memorandum/Assignment Tables, Directed Readiness Tables, Apportionment Tables, Chairman's Program Recommendation, Chairman's Net Assessment, Joint Military Net Assessment and Program Objective Memorandum/Program and Budget Submission/Review.

c. Serve as the NGB OPR for the Joint Capabilities Integration and Development System, Capability Gap Assessment, National Guard Requirements Oversight Council, National Guard Capability Board and National Guard Functional Board, and the Joint Capabilities Assessment and Development Process.

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

9. NGB Comptroller. The NGB Comptroller will serve as OCR as indicated in Figure 1.

10. Director of the NGB Chief's Action Group (NGB-CAG). The Director of NGB-CAG will:

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

b. Serve as the NGB OPR for the Chief's Posture Statement, Senior Leader engagements, the Chief's Management Action Group, and Strategic Communications Synchronization Cell.

- c. Serve as an OCR as indicated in Figure 1.
11. Director of NGB-Legislative Liaison (NGB-LL). The NGB-LL will serve as an OPR for CNGB Congressional Testimony and OCR as indicated in Figure 1.
 12. Director of NGB-Public Affairs (NGB-PA). The NGB-PA will serve as an OPR for the NGB Public Affairs Guidance and OCR as indicated in Figure 1.
 13. Director of the ARNG, Director of the ANG, and Director of NGB-SO. The Director of the ARNG, Director of the ANG, and Director of NGB-SO will:
 - a. Act as primary military advisors to CNGB to support their 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 National Guard, the ARNG of the United States, and the ANG of the United States.
 - b. Ensure participation by the ARNG, ANG, and NGB-SO Directorates in NGSPS working groups and provide subject matter expertise at the appropriate level.
 - c. Maintain situational awareness and ensure inputs to the NGSPS and JSPS reflect ARNG, ANG, and NGB-SO directorate-level assessments and the perspective of their respective directorates.
 - d. Lead NGB efforts in support of Army, Air Force, and NGB-SO Service-specific strategic planning.
 - e. Serve as an OCR as indicated 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-CAG	ARNG	ANG	NGB-SO	COMP	NGB-JSG	NGB-LL	NGB-PA
Joint Capability Development (J8)	Capability Gap Assessment (CGA)	J8	*	X	*	*	*	*	*	*	*	*	*	*	*	*
	National Guard Capability Board	J8	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	National Guard Functional Board	J8	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	National Guard Requirements Oversight Council (NGROC)	J8	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Joint Capabilities Assessment and Development Process (JCADP)	J8	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Joint Capabilities Integration and Development System (JCIDS)	J8	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Joint Force Development (J8)	Capstone Concept for Joint Operations (CCJO)	J8			X	X					X	X	X			
	Chairman's Guidance for Training and Exercise Support to Global Integration (CJTG)	J3/4/7														
	Family of Joint Concepts (FJC)	J8			X	X					X	X	X			
	Global Integration Campaign of Learning (GICoL)	J3/4/7				X			X							
	Globally Integrated Exercises (GIE)	J3/4/7				X			X							
	Joint Force Integration Cell (JFIC)	J8	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Force Management and NG Integration (J3/4/7)	Joint Operating Environment (JOE)	J8	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	"Forces For Unified Combatant Commands" Memorandum/Assignment Tables	J8			X	X					X	X	X			
	Apportionment Tables	J8			*						X	X	X			
	Chairman's Program Recommendation (CPR)	J8									X	X	X			
	Chairman's Risk Assessment (CRA)	J5		X	X				X	X	X	X	X			
	Directed Readiness Tables (DRT)	J8			X	X					X	X	X			
	Global Force Management Allocation Plan (GFMAP)	J3/4/7				X			X		X	X	X			
	Global Force Management Implementation Guidance (GFMIIG)	J8			X	X					X	X	X			
Programming and Budgeting (J8)	Unified Command Plan (UCP)	J5			X				X		X	X	X			
	NG and Reserve Equipment Appropriations (NGREA)	J8	*	*	*	*	*	*	X	*	*	*	*	X		
Readiness (J3/4/7)	Program Objective Memorandum/Program Budget Submission/Review	J8	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Annual Joint Assessment (AJA)	J5	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Chairman's Net Assessments (CNA)	J8	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Chairman's Readiness System (CRS)	J3/4/7														
	Chemical and Biological Defense Program (CBDP)	J3/4/7												*		
	Countering Weapons of Mass Destruction (CWMD)	J3/4/7												*		
	Joint Cyber Estimate (JCE)	J3/4/7		X				X								
	Joint Force Readiness Review (JFRR)	J3/4/7	X	X		X	X	X	X	X	X	X	X			
	Joint Irregular Warfare Assessment (JIWA)	J3/4/7		X		X	X	X	X							
	Joint Logistics Estimate (JLE)	J3/4/7	X			X			X							
	Joint Military Net Assessment (JMNA)	J8	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Joint Operation Planning and Execution System (JOPES)	J3/4/7	X	X		X	X	X	X	X	X	X	X			
	Joint Personnel Estimate (JPE)	J1				X			X	X	X	X	X			
	Joint Readiness Working Group (JRWG)	J3/4/7	X	X		X	X	X	X	X	X	X	X	X	X	X
	Joint Strategic Intelligence Estimate (JSIE)	J2			X	X			X	X	X	X	X			
Strategic and Contingency Planning (J5)	NGB CIO Executive Council (CEC) and C4	J6			X									X		
	Contingency Planning Guidance (CPG)	J5							X					X		
	Global Defense Posture Report (GDPR)	J5							X							
	Global Integration Framework (GIF)	J5							X							
Strategic Communications (CAG)	Joint Strategic Campaign Plan (JSCP)	J5			X				X	X	X	X	X			
	CNGB Management Action Group	DS	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	CNGB Posture Statement	CAG	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Public Affairs Guidance	PA								X	X	X			X	
	Senior Leader Engagements (SLE)	CAG								X	X	X			X	X
	Strategic Communications Synch Cell	CAG				X				X	X	X	X	X	X	X
Strategic Direction (J5)	Congressional Testimony	LL								X	X	X	X	X	X	X
	Defense Planning Guidance (DPG)	J8			X	X				X	X	X	X	X	X	X
	Guidance for Development of Alliances and Partnerships (GDAP)	J5			X				X							
	National Defense Strategy (NDS)	J5	X	X	X			X	X	X	X	X	X	X	X	X
	National Military Strategy (NMS)	J5	X	X	X			X	X	X	X	X	X	X	X	X
	National Security Strategy (NSS)	J5	X	X	X			X	X	X	X	X	X	X	X	X
	NGSPS Steering Group	J5	X	X	X			X	X	X	X	X	X	X	X	X
	NGSPS Working Group	J5	X	X	X			X	X	X	X	X	X	X	X	X
Strategic Issues Working Group	J5	X	X	X			X	X	X	X	X	X	X	X	X	

Figure 1. Directorate OPR/OCR Products and Processes

GLOSSARY

PART I. ACRONYMS

ANG	Air National Guard
ARNG	Army National Guard
CNGB	Chief of the National Guard Bureau
COMP	National Guard Bureau Comptroller
JSPS	Joint Strategic Planning System
NG	National Guard
NGB	National Guard Bureau
NGB-CAG	National Guard Bureau Chief's Action Group
NGB-J1	National Guard Bureau Manpower and Personnel
NGB-J2	National Guard Bureau Joint Intelligence
NGB-J3/4/7	National Guard Bureau Operations
NGB-J5	National Guard Bureau Strategy, Policy, Plans, and International Affairs
NGB-J6	National Guard Bureau Chief Information Officer
NGB-J8	National Guard Bureau Programs and Requirements
NGB-DS	National Guard Bureau Director of Staff
NGB-JSG	National Guard Bureau Joint Surgeon's General
NGB-SO	National Guard Bureau Space Operations
NGSPS	National Guard Strategic Planning System
OCR	Office of Coordinating Responsibility
OPR	Office of Primary Responsibility

PART II. DEFINITIONS

National Guard Strategic Planning System -- National Guard Strategic Planning System is the official system of record designed to assist the Chief of the National Guard Bureau in advising senior leaders, including the President of the United States, the Secretary of Defense, 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. This system also allows National Guard Bureau and Chief of the National Guard Bureau to provide guidance to the States.

Office of Coordinating Responsibility -- An office, organization, or directorate with responsibility for contributing or advising on a policy, action, process, or product.

Office of Primary Responsibility -- The office, organization, or directorate with portfolio responsibility for an action, issuance, or initiative, and is the subject matter expert within the organization.