



CHIEF OF THE NATIONAL GUARD BUREAU MANUAL

NGB-J3/4/7
DISTRIBUTION: A

CNGBM 3000.01
17 July 2020

NATIONAL GUARD BUREAU JOINT LIAISON TEAMS

References: See Enclosure G.

1. Purpose. This manual provides guidance for Joint Liaison Teams (JLTs) to increase shared situational awareness and liaison synchronization between the National Guard Bureau (NGB), supported National Guard Joint Force Headquarters-State (NG JFHQs-State), and inter-organizational partners during domestic operations (DOMOPS) that includes homeland defense, defense support for civil authorities (DSCA), national special security events (NSSE), and national exercises in accordance with (IAW) reference a.
2. Cancellation. None.
3. Applicability. This manual applies to all elements of the NGB and as an informational resource for The Adjutants General and NG JFHQs-State. "States" refers to all States, Territories, and the District of Columbia.
4. Procedures. This manual delineates roles and establishes procedures for the identification, alert, activation, deployment, and redeployment of JLTs.
5. Summary of Changes. This is the initial publication of CNGBM 3000.01.
6. Releasability. This manual is approved for public release; distribution is unlimited. It is available at <<https://www.ngbpmc.ng.mil/>>.

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



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Enclosures:

- A -- Joint Liaison Team Operational Overview
- B -- Task Organization
- C -- Joint Liaison Team Phases of Operation
- D -- Communications and Information Sharing
- E -- Training
- F -- Roles
- G -- References
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ENCLOSURE A

JOINT LIASION TEAM OPERATIONAL OVERVIEW

1. Purpose. Under the direction of the CNGB, the JLT provides shared situational awareness and liaison synchronization between the NGB and supported NG JFHQs-State and inter-organizational partners during domestic operations including homeland defense, DSCA, NSSE, and national exercises.

2. Authorities. The CNGB delegates authority to the Director of Operations (NGB-J3/4/7) to activate the JLT IAW references a through c.

a. NGB-J3/4/7 and the needs of the supported NG JFHQs-State and inter-organizational partners determine the composition of the JLT. If the NGB-J3/4/7 Director is unavailable, the following individuals make the activation determination in order of succession:

(1) Vice Director of NGB-J3/4/7.

(2) Deputy Director of NGB-J3/4/7.

(3) Chief of the Continuity Program Management Office (NGB-J31) as the Chief of Operations IAW references d and e.

(4) Chief of the Current Operations Division (NGB-J33).

b. The Chief of Operations is delegated the authority to publish orders to the NGB related to JLT activation IAW references d and e.

3. JLT Point of Contact. The NGB Joint Staff (NGBJS), the Army National Guard (ARNG), and the Air National Guard (ANG) Directorates provide a JLT point of contact to NGB-J31 to assist in coordinating, rostering, and planning.

4. JLT Operational Phases. JLT operations are conducted in five phases: identification, alert, activation, deployment, and redeployment.

5. Situation Updates. When deployed, the JLT enhances existing information exchange between the States and the NGB IAW reference a. JLTs analyze and compile reports from available sources to share with the CNGB through the NGB Joint Operations Center (NGB-JOC) IAW references g and h.

6. Requests for Information and Requests for Assistance (RFI/RFAs). The NGB assists in coordinating RFI/RFAs with the ARNG and ANG Directorates to develop potential sourcing options in concert with the specific needs of NG JFHQs-State. When deployed, JLT members coordinate RFI/RFAs between NG JFHQs-State and the NGB through the NGB-JOC.

7. Lessons Learned. JLT members assist the NGB-J31, Joint Doctrine and Lessons Learned Branch (NGB-J377), and NGB Directorate Lessons Learned Managers in collecting observations, best practices, and areas for improvement during DOMOPS, exercises, and NSSEs.
8. Staffing. NGB-J31 coordinates with the NGBJS and the ARNG and ANG Directorates to develop quarterly JLT staffing rosters. JLT members require a Secret (or higher) clearance and completion of listed training per Enclosure E.
9. Equipment. NGB-J31 provides program management to acquire, maintain, and replace JLT equipment.
10. NGB Joint Operations Center (NGB-JOC). The NGB-JOC is charged with monitoring current operations, analyzing developing situations, providing shared situational awareness, and assessing progress of National Guard operations for the CNGB. The NGB-J33 manages the NGB-JOC.

ENCLOSURE B

TASK ORGANIZATION

1. Structure. For planning purposes, 14 JLTs are established with 10 composed of four-person teams for deployment to NG JFHQs-State to provide liaison support to the affected State and the NGB IAW reference a. The remaining 4 JLTs deploy to inter-organizational partners (for example, the Federal Emergency Management Agency (FEMA) or the National Response Coordination Center).

a. JLT members are temporarily reassigned from the NGBJS and the ARNG and ANG Directorates. The number of JLT members from each NGBJS Directorate requested to support the team is proportionate to the size of the respective Joint Directorate.

b. NGB-J31 provides a JLT Coordinator to oversee the staffing, movement, and logistical support of the JLT.

c. The JLT Officer in Charge (OIC) is the senior ranking member of the JLT and is responsible for leading the team throughout the alert, activation, deployment, and redeployment phases.

d. A JLT is composed of an OIC; a field-grade officer (MAJ or LTC/LtCol), and three members whose rank ranges from SFC/MSgt to SGM/CSM/CMSgt, CPT/Capt or MAJ, or civilian equivalents (see Figure 1). JLTs may necessitate additional personnel based on mission requirements, however positional authority remains with the JLT OIC regardless of rank.

e. Contractors may serve on a JLT within the boundaries set by their contract.

2. JLT Coordinator. The JLT Coordinator is an NGB-J31 staff officer who is responsible for:

a. Building and maintaining staffing requirements for JLT.

b. Serving as the lead for JLT staffing and readiness updates.

c. Notifying the JLT OIC each week of alerts, activations, deployments, and redeployments.

d. Communicating the alert, activation, deployment, and redeployment status of each JLT to the NGB-JOC Message Center.

e. Receiving a JLT After-Action Report (AAR) and incorporating the document into a corrective action plan.

3. JLT OIC. The JLT OIC is responsible for:

a. Reporting to NGB-J31 each Monday morning at 0800 for which the JLT is put on alert.

b. Receiving the JLT equipment bag and information regarding roles and responsibilities and any specific direction for a pending or potential deployment.

c. Establishing and maintaining communication among all members of the JLT, regardless of activation or deployment.

d. Coordinating travel plans for activated JLT members.

e. Maintaining communications with the NGB-JOC and NGB-J31 during JLT Operations phases of alert, activation, deployment, and redeployment.

f. Providing situational updates to the NGB-JOC, or to the Chief of Operations through the NGB-JOC, as required.

g. Adhering to the Adaptive Battle Staff (ABS) battle rhythm.

h. Collecting observations, best practices, and areas for improvement on observations worksheet(s) and formally submitting the input to the NGB-31 and NGB-J377 upon return from mission.

4. JLT Members. JLT Members are responsible for:

a. Completing required training IAW Enclosure E.

b. Maintaining communications with the JLT OIC during the phases of alert, activation, deployment, and redeployment.

c. Upon deployment, assisting with RFI/RFAs and situation updates between the NG JFHQs-State (or inter-organizational partner) and the NGB.

d. Providing observations, best practices, and areas of improvement inputs to the JLT OIC for inclusion in the formal AAR submission to the NGB-J31 and NGB-J377.

ENCLOSURE C

JOINT LIAISON TEAM PHASES OF OPERATION

1. Operational Phases. The JLT is organized for short-notice movement to States and inter-organizational partners to provide liaison and information support with the NGB. JLT operations are carried out in five phases (see Figure 1).

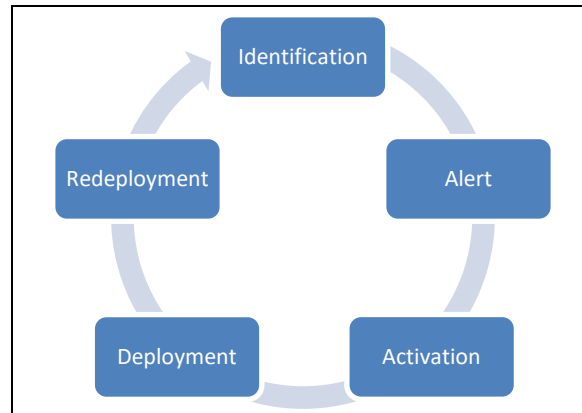


Figure 1. Joint Liaison Team Phases of Operation

2. Phase 1: Identification. Directorates identify JLT Members to NGB-J31 through an appointment memo sent to the individual and the JLT Coordinator.

a. JLT Members:

(1) Ensure activation of personal Government travel card with a credit limit of at least \$10,000.

(2) Complete training as outlined in Enclosure E and submit course certificates to NGB-J37 and the JLT Coordinator.

b. JLT Members remain on call for alert and activation until officially relieved of temporary assignment from the JLT.

3. Phase 2: Alert. When placed on alert, JLTs are ready for immediate activation during the assigned period. Directorates and divisions provide alternates to the JLT Coordinator if their designated team members become unavailable during the alert period.

a. The JLT Coordinator alerts specific teams of their at-ready status requirements for the specified period.

b. During higher operational tempo, for example during hurricane season, three JLTs are put on alert for one-week periods from 0800 Monday to 0800

the following Monday and are subject to a two-hour recall for rapid deployment to the designated location. If the three JLTs on alert are activated for deployment, the JLT Coordinator notifies the remaining teams to increase to on-alert status (see Figure 2).

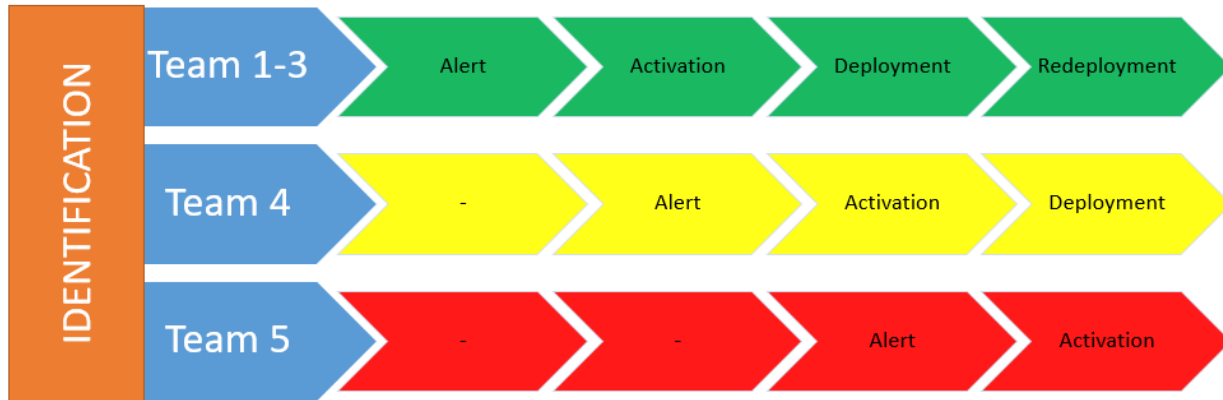


Figure 2. JLT Higher Operating Tempo Planning Considerations

c. During times of lower operational tempo, the JLT Coordinator is authorized to alter the rotational schedule to reduce the time on alert.

d. After a JLT is placed on alert, the JLT OIC establishes communications with the team members for potential activation and dialogues with the JLT Coordinator to remedy any potential problems or challenges.

e. During the alert phase, JLT members maintain communication with the JLT OIC and prepare for a potential activation.

f. The JLT OIC returns any JLT equipment to the NGB-J31 upon completion of the alert phase or during recovery activities from redeployment.

4. Phase 3: Activation. At the direction of NGB-J3/4/7 or designee, the JLTs on alert move to the activation phase. Upon activation:

a. The JLT Coordinator:

(1) Creates and publishes a fragmentary order to activate the JLT. The fragmentary order is distributed to the NGBJS, respective ARNG and ANG Directorates, and courtesy copy to the JFHQ-State or inter-organizational partner.

(2) Assists the JLT OIC with creating Defense Travel System (DTS) authorizations and corresponding line of accounting for team member travel.

(3) Establishes communication with the State(s) or inter-organizational partner receiving the JLT and validating reciprocal contact information to the JLT OIC.

(4) Notifies the NGB-JOC of the JLT Members by name, contact information, and travel itineraries.

b. The NGB-JOC provides the JLT OIC with point of contact information at the receiving NG JFHQs-State or inter-organizational partner.

c. The JLT OIC notifies JLT members of team activation and assists the JLT Coordinator with creating DTS authorizations.

d. JLT members are responsible to complete travel plans and build DTS authorizations in coordination with the JLT OIC.

e. During non-duty hours, the NGB-J31 Staff Duty Officer assists the JLT Coordinator and NGB-JOC with identifying DTS approvers and reviewers. The NGB-J31 Staff Duty Officer is an assigned officer from the NGB-J31 who acts as the on-call officer for NGB-J31 operations outside of normal duty hours.

5. Phase 4: Deployment. The Deployment phase begins when the JLT departs from home station to the identified State (or inter-organizational partner) and ends when NGB-J3/4/7 determines further team support unnecessary based on mission conditions.

a. NGB-J33 retains operational control of the JLT through the NGB-JOC. In addition, the NGB-J33 establishes and maintains communication with the JLT OIC to coordinate information sharing and product development requirements between the JLT and NGB elements (such as the ABS).

b. Upon the order to deploy, the JLT OIC:

(1) Immediately notifies and updates the NGB-JOC of planned and actual arrival/departure times, as well as en route travel changes.

(2) Establishes liaison connection with the States (or inter-organizational partner) and facilitates shared situational awareness to coordinate and support the implementation of the CNGB responsibilities IAW reference c.

(3) Participates in daily meetings as determined by the NGB-JOC. If the JLT is deployed in concert with an ABS activation, the team aligns with the established battle rhythm IAW references e and f.

(4) Reports information as directed through the NGB-JOC.

(5) Maintains coordination and direction of JLT Members.

c. JLT Members execute NGB-JOC and JLT OIC direction and ensure continued communication internally amongst the team.

6. Phase 5: Redeployment. NGB-J3/4/7 or designee is the authority to redeploy a JLT. The redeployment phase begins when the JLT departs the State (or inter-organizational partner) on order and ends when the JLT OIC returns team equipment to the J31, submits a formal AAR, and JLT Members finalize their individual DTS vouchers. Upon the order to redeploy:

a. JLT Members:

- (1) Coordinate DTS authorizations with JLT OIC.
- (2) Maintain communication with fellow team members.
- (3) Submit DTS vouchers within five days of return.

b. The JLT OIC:

(1) Notifies the State (or inter-organizational partner) of redeployment plan.

(2) Coordinates travel plans with the JLT Coordinator and notifies the NGB-JOC of travel itineraries.

(3) Coordinates DTS authorizations with JLT Members.

(4) Notifies the NGB-JOC of departure from and return to home station.

(5) Within five days of returning, submits a formal AAR to NGB-J37 and the JLT Coordinator in accordance with reference g.

(6) Returns JLT equipment to the NGB-J31.

(7) Submits DTS voucher within five days of return.

c. NGB-J33:

(1) Maintains communications with the JLT and informs the JLT OIC of redeployment order.

(2) Notifies NGB-J31 and NGB-J3/4/7 when the JLT arrives at home station.

d. NGB-J31:

- (1) Assists the JLT OIC with DTS authorization, lines of accounting, and travel plans.
- (2) Receives JLT equipment from the JLT OIC within 24 hours of return.
- (3) In coordination with NGB-J37, reviews the formal AAR and provides written feedback to the JLT OIC and NGB-J3/4/7.
- (4) Develops a corrective action plan based on JLT AAR.

ENCLOSURE D

COMMUNICATIONS AND INFORMATION SHARING

1. Information Sharing. Each JLT Member require active accounts for the following unclassified websites:

a. Army Knowledge Online. JLT Members use Army Knowledge Online to gain access to Guard Knowledge Online (GKO) and the Joint Information Exchange Environment (JIEE).

b. JIEE. JIEE is the system of record for facilitating information sharing, reporting, and collaboration between the National Guard and Federal and State mission partners during emergency response, exercises, and NSSEs. JIEE supports event and mission information management and RFI/RFAs within the National Guard.

(1) JLT Members use JIEE to assist with coordinating RFI/RFAs from the State to the NGB-JOC.

(2) JIEE is currently available only for unclassified information sharing. Classified RFI/RFA is sent by Secret Internet Protocol Router (SIPR) email to reference h.

c. GKO. JLT Members use the GKO enterprise to gain access to the Domestic Operations Dashboard (site managed by the NGB-J33).

d. Joint Lessons Learned Information System (JLLIS). JLLIS is the Department of Defense system of record for lessons learned. JLLIS facilitates the collection, tracking, management, sharing, collaborative resolution, and dissemination of lessons learned to improve the development and readiness of the Joint Force.

(1) JLT Members use JLLIS and the NGB-J377 provided observations worksheet(s) to assist with the collection of observations, such as best practices and areas for improvement during incidents and planned events.

(2) JLLIS is available in unclassified and classified versions.

2. Records Management. Records management activities systematically control creation, distribution, use, maintenance, and disposition of recorded information maintained for reference and historical purposes. To support records management, JLT Members annotate official communications for the systemic identification, maintenance, storage, retrieval, transfer, retirement, and destruction of any classified and unclassified information.

ENCLOSURE E

TRAINING

1. Authority. NGB-J37 develops, delivers, and maintains JLT training plans IAW reference a.

2. Required Training. The following courses are available online and are mandatory for personnel designated to serve as JLT Members. NGB-J37 and NGB-J31 are the points of contact for further information on training, to include locations of web-based training courses. Completion of JLT training is mandated within 90 days of appointment:

- a. Defense Support of Civil Authorities (DSCA) Phase I.
- b. The National Guard and Emergency Management Assistance Compacts.
- c. Federal Emergency Management Agency (FEMA) Independent Study courses.

(1) IS-100c: Introduction to the Incident Command System.

(2) IS-200c: Basic Incident Command System for Initial Response.

(3) IS-700b: An Introduction to the National Incident Management System.

(4) IS-800c: National Response Framework, an Introduction.

d. JLT Training Workshop. NGB-J37 develops and provides a training workshop for JLT Members that includes:

(1) Instruction on the JIEE.

(2) NGB-JOC/ABS/JLT face-to-face training.

(3) High-Frequency radio training.

3. Recommended Resident Training: The following resident training is recommended for JLT Members:

a. FEMA Incident Command System courses 300 and 400.

b. DSCA Phase II Resident Course.

4. Administration and Logistics. NGB-J31 welcomes personnel to recommend or request training they believe is appropriate with respect to baseline and supporting node skills, or for specific JLT Member requirements.

ENCLOSURE F

ROLES

1. Manpower and Personnel Directorate (NGB-J1). NGB-J1 provides staffing to support JLTs, as directed in coordination with NGB-J3/4/7, and manages personnel-related RFIs and RFAs.
2. Joint Intelligence Directorate (NGB-J2). NGB-J2 provides staffing to support JLTs (as directed) and to fill JLT rosters. NGB-J2 prepares temporarily assigned staff to deploy as needed to provide timely and relevant intelligence operations supporting situational awareness, predictive and post-event damage assessments, environmental effects on National Guard homeland defense support to civil authorities, and other contingencies that involve or impact National Guard operations.
3. Operations Directorate (NGB-J3/4/7). Under the NGB-J3/4/7, these offices play an identifiable role:
 - a. NGB-J31. Notifies the Office of the CNGB, the NGB Director of Staff, the Director of the ARNG, and the Director of the ANG of a JLT activation.
 - b. NGB-J33. Provides support to the JLT through the NGB-JOC and conducts operational control of the deployed JLT.
 - c. NGB-J37. Coordinates, develops, and tracks a training workshop for JLT members that includes:
 - (1) Instruction on the JIEE.
 - (2) NGB-JOC/ABS/JLT face-to-face training.
 - (3) High-Frequency radio training.
4. Strategy, Policy, Plans, and International Affairs Directorate (NGB-J5). NGB-J5 provides staffing to the JLT as directed to fill team rosters and directorate representation.
5. C4 Systems and Chief Information Officer Directorate (NGB-J6/CIO). NGB-J6/CIO provides staffing to the JLT as directed to complete JLT rosters for tailored communications, information technology advice, and liaison collaboration to develop shared situational awareness, staff recommendations, and implement executive leadership decisions in support of the CNGB.
6. Programs and Resources/Comptroller Directorate (NGB-J8). NGB-J8 synchronizes with the NGB-J31 for functional representation of staff elements across the NGB. NGB-J8 provides fiscal policy, resource advice, and

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recommendations. When necessary, NGB-J8 is tasked to temporarily assign a financial subject matter expert to a team in addition to general JLT rotational support.

7. NGB Director of Staff-Resource Management (NGB-DS-RM). NGB-DS-RM supports JLT Members related to Government travel credit card limit increases and DTS authorizations.

8. Office of the NGB Joint Chaplain (NGB-OC). NGB-OC advises and recommends to leadership regarding the impact of religion on military operations and matters regarding religious support, including provision and facilitation of religious worship, pastoral counseling, accommodating the free exercise of religion for personnel, and insight on ethics, morals, and morale.

9. Office of the NGB Chief Counsel (NGB-JA). NGB-JA provides tailored legal advice and liaison support to develop recommendations and support executive leadership decisions.

10. Office of Public Affairs (NGB-PA). NGB-PA issues public affairs guidance and support related to JLT activations to States and inter-organizational partners.

11. Office of the Joint Surgeon General (NGB-JSG). NGB-JSG provides subject matter expertise and support to JLTs as necessary based on mission conditions at a State or inter-organizational partner.

ENCLOSURE G

REFERENCES

PART I. REQUIRED

- a. Chief of the National Guard Bureau (CNGB) Instruction 3000.01A, 30 September 2019, “National Guard Bureau Joint Liaison Teams”
- b. Department of Defense (DoD) Directive 5105.77, 30 October 2015, “National Guard Bureau (NGB),” Incorporating Change 1, 10 October 2017
- c. DoD Directive 5105.83, 05 January 2011, “National Guard Joint Force Headquarters–State (NG JFHQs–State),” Incorporating Change 2, 31 March 2020
- d. CNGB Instruction 1001.01, 29 June 2016, “National Guard Joint Force Headquarters–State”
- e. CNGB Instruction 3000.02, 08 June 2018, “Adaptive Battle Staff”
- f. CNGB Manual 3000.02, 06 June 2019, “Adaptive Battle Staff”
- g. NG NCR NGB ARNG Mailbox JLT Team <ng.ncr.ngb-arng.mbx.jlt-team@mail.mil>
- h. SIPR NG NCR NGB ARNG Mailbox JLT Team <ng.ncr.ngb.mbx.ngbjoc-msg-ctr@mail.smil.mil>

PART II. RELATED

- i. Title 10 United States Code, “Armed Forces”
- j. CNGB Instruction 3202.01A, 22 April 2019, “National Guard Continuity Program”
- k. CNGB Manual 3202.01, 29 April 2019, “National Guard Bureau Continuity of Operations Plan”
- l. Department of Homeland Security, 29 October 2019, “National Response Framework, Fourth Edition”
- m. CNGB Instruction 1301.01A, 21 July 2017, “Military Duty Status for National Guard Members Assigned to the National Guard Bureau”
- n. CNGB Instruction 3000.04, 24 January 2018, “National Guard Bureau Domestic Operations”

GLOSSARY

PART I. ACRONYMS

AAR	After-action report
ABS	Adaptive Battle Staff
ANG	Air National Guard
ARNG	Army National Guard
CNGB	Chief of the National Guard Bureau
DSCA	Defense Support of Civil Authorities
DTS	Defense Travel System
FEMA	Federal Emergency Management Agency
GKO	Guard Knowledge Online
IAW	In Accordance With
JIEE	Joint Information Exchange Environment
JLLIS	Joint Lessons Learned Information System
JLT	Joint Liaison Team
NGB	National Guard Bureau
NGB-J1	Manpower and Personnel Directorate
NGB-J2	Joint Intelligence Directorate
NGB-J3/4/7	Operations Directorate
NGB-J31	Continuity Program Management Office
NGB-J33	Current Operations Division
NGB-J37	Joint Training and Exercise Division
NGB-J377	Joint Doctrine and Lessons Learned Branch
NGB-JA	National Guard Bureau General Counsel
NGB-JOC	National Guard Bureau Joint Operations Center
NGB-JSG	National Guard Bureau Joint Surgeon General
NGB-OC	Office of the National Guard Bureau Joint Chaplain
NGB-PA	Office of National Guard Bureau Public Affairs
NG JFHQs-State	National Guard Joint Force Headquarters–State
NGBJS	National Guard Bureau Joint Staff
NSSE	National Special Security Event
OIC	Officer In Charge
RFI/RFA	Request For Information or Request For Assistance
SIPR	Secret Internet Protocol Router

PART II. DEFINITIONS

NONE