



# CHIEF NATIONAL GUARD BUREAU MANUAL

NGB-JACO  
DISTRIBUTION: A

CNGBM 5050.01B  
03 August 2017

## NATIONAL GUARD BUREAU STAFF ACTION PROCESS AND PROCEDURES

References: See Enclosure I.

1. Purpose. This manual provides guidance for preparing and coordinating National Guard Bureau (NGB) staff actions in accordance with (IAW) the references.
2. Cancellation. This manual supersedes its previous edition, CNGBM 5050.01A, 31 August 2012, "National Guard Bureau Staff Action Process and Procedures."
3. Applicability. This manual applies to the NGB.
4. Procedures. The NGB Joint Actions Control Office Executive Secretariat (NGB-JACO-ExecSec) serves as the primary Staff Actions Control Office (SACO) for the NGB and has direct tasking authority over NGB staff directorates and oversight for all external actions. This includes receiving, processing, tasking, tracking, coordinating, and ensuring completion of all NGB "joint" staff actions, on behalf of the NGB Top Five Senior Leaders. (See Table 1)

<b>NGB TOP FIVE SENIOR LEADERS</b>
1. Chief of the National Guard Bureau (CNGB)
2. Vice Chief of the National Guard Bureau (VCNGB)
3. Director of the Army National Guard (DARNG)
4. Director of the Air National Guard (DANG)
5. Director of the National Guard Bureau Joint Staff (DNGBJS)

**Table 1.** NGB Top Five Senior Leaders

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a. SACOs. All SACOs correspond with external tasking agencies to ensure properly initiated staff actions are in the NGB electronic tasking system (ETS). NGB-JACO-ExecSec is the primary senior level SACO. The Army National Guard (ARNG) Office of the Secretary of the General Staff (SGS) (ARNG-SGS) serves as the ARNG SACO on behalf of the DARNG, and the ANG Workflow (NGB/CF) serves as the ANG SACO on behalf of the DANG. Additionally, the NGB Office of Legislative Liaison (NGB-LL) and the Chief's Action Group (NGB-CAG) are both NGB Joint Staff (NGBJS) SACOs.

b. Action Officers (AO), Workflow Managers (WFM) and Action Packages. AOs and WFM coordinate action packages, which are recommended statements of a position or response based on research that reflects the best possible advice and guidance to the NGB Top Five, to Offices of Coordinating Responsibility (OCR) and Offices of Primary Responsibility (OPR). Action packages provide NGB positions or responses to issues or questions originating from internal and external offices. See Enclosures A through E for additional procedural guidance.

5. Summary of Changes. This manual has been substantially revised to include updated enclosures, the addition of routine and special staffing graphic depictions and procedures, and the addition of Task Management Tool (TMT) Action Procedures.

6. Releasability. This manual is approved for public release; distribution is unlimited. Copies are available through <<http://www.ngbpdcc.ngb.army.mil>>.

7. Effective Date. This manual is effective upon publication and must be reissued, canceled or certified current within five years.



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Enclosures:

- A -- Staff Actions
- B -- Task Action Packages and Management
- C -- Staff Coordination and Suspense Management
- D -- Comment Resolution Matrix and Electronic Staff Summary Sheet

E -- Preliminary and Final Coordination Process  
F -- Special Actions Coordination Process  
G -- Task Management Tool Action Procedures  
H-- Staff Roles  
I -- References  
GL -- Glossary

ENCLOSURE A

STAFF ACTIONS

1. Staff Actions. Staff actions are tasks that require coordination and are primarily staffed using the ETS.

2. NGB Staff Actions.

a. Routine Action. Routine actions are general actions staffed using the standard coordination process.

b. Special Actions. Special actions are top priority, require immediate staffing and are subject to the Special actions coordination process.

(1) Expedited Actions. Expedited actions require CNGB or VCNGB approval within four business days. These actions take top priority above all other tasks and coordination is obtained using a different process from routine tasks (See Enclosure E).

(2) Red Top Actions. Red Top actions require CNGB or VCNGB approval within 10 business days. These actions take top priority above all other actions except Expedited actions and follow the standard staffing process, except on an accelerated timeline.

c. Internal Staff Actions. Internal staff actions generally originate from within an NGB directorate. The OPR AO initiates, coordinates, and completes the action using the ETS, following their individual directorate's standards. Only the task initiator may complete and close this type of task.

d. External Staff Actions. External staff actions are sent to the NGB from external sources. NGB-JACO-ExecSec assigns these actions to a SACO or NGB directorate for completion. These actions may require a response from the CNGB, VCNGB, DNGBJS, or another NGB General Officer (GO) or Senior Executive Service (SES), O-6 Planner (NGB-JACO), GS-15, or AO. External Staff Actions include:

(1) Joint Staff Action Processing (JSAP) Actions. JSAP actions originating from the Joint Chiefs of Staff (JCS) are received on the Secret Internet Protocol Router Network (SIPRNET).

(a) NGB-JACO-ExecSec initiates these tasks in the ETS with "JSAP:" as the beginning of the title and directs AOs, both OPR, and OCRs, to the SIPRNET to complete these tasks.

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(b) Do not move documents for JSAP tasks to the Non-classified Internet Protocol Router Network (NIPRNET). The Electronic Staff Summary Sheet (eSSS) is the only document available in the ETS directing AOs to the SIPRNET. Legal reviews may appear on the NIPRNET if they do not contain classified information.

(c) Save all documentation in the appropriate SIPRNET folder after the task is complete. The task is then closed, and NGB-JACO-ExecSec responds to the JCS.

(2) Correspondence and Task Management System (CATMS) Actions. CATMS actions originate from the Office of the Secretary of Defense (OSD).

(a) NGB-JACO-ExecSec initiates these actions in the ETS with “CATMS:” as the beginning of the title.

(b) NGB-JACO-ExecSec submits the consolidated NGB response back to OSD in the CATMS system when a CATMS task is complete.

(3) Department of Defense Instruction (DoDI) Actions. DoDI actions are sent directly to NGB-JACO-ExecSec requiring NGB to coordination on a specific issuance.

(a) NGB-JACO-ExecSec initiates these actions in the ETS with “DoDI.” as the beginning of the title.

(b) NGB-JACO-ExecSec submits the fully staffed, consolidated NGB response back to OSD through the DoDI portal when a DoDI action is complete.

e. DoD Governance Meetings. DoD governance meetings require NGB participation from the senior leaders, as appropriate. DoD governance meeting tasks are labeled as “Purple Tops.” The NGB-JACO Joint Integration and Coordination Division (NGB-JACO-JIC) initiates Purple Tops in the ETS with “NGB-JACO Action:” as the beginning of the task title. DoD governance meetings include 3-Star Programmers, Deputy’s Management Action Group, Operations Deputies (OPSDEPS), the JCS TANK, Strategic Seminar Series, and the Secretary’s Leadership Council. See reference j for governance meeting procedural guidance.

ENCLOSURE B

TASK ACTION PACKAGES AND MANAGEMENT

1. NGB Task Action Packages. Task action packages are primarily electronic folders staffed through the ETS, however, there are exceptions for non-electronic packages based on law, regulation, subject, and sensitivity. Task action packages typically consist of the original document(s), which initiate the action, the legal review, the Comments Resolution Matrix (CRM) (if applicable), other relevant information, and the final document(s) for NGB leadership signature, approval and or information. AOs should follow the steps in Table 2 when assigned a task action package.

<b>AO STEPS FOR TASK ACTION PACKAGES</b>
<ul style="list-style-type: none"><li>• Receive and Review Task</li><li>• Conduct Research</li><li>• Develop Necessary Package Components</li><li>• Coordinate Action</li><li>• Adjudicate Responses</li><li>• Prepare Final Package for Approval</li></ul>

**Table 2.** AO Steps for Task Action Package

a. NGB-JACO Packages. This package contains actions that require a response from the CNGB, VCNGB, an NGB GO/SES, an O6 Planner, or an O6 Director for consolidated NGB positions on external tasks. NGB-JACO-ExecSec will assign these packages to the appropriate SACO or NGB directorate. The appropriate SACO or directorate's WFM forwards the action package to its selected division. The division sends the Task Action Package either to a branch or directly to an OPR AO to staff and complete for approval.

b. NGB Staff Directorate Package. This package contains actions that require an internal or external response and originates from a directorate. The OPR AO creates, initiates, and coordinates the action package. The directorate's WFM manages the external coordination of the directorate package. The OPR AO should not actively coordinate without assignment through the directorate WFM.

c. CNGB Public Correspondence Packages. This package contains actions that require a CNGB response to a letter or inquiry from the public. The Office of the CNGB (OCNGB) and NGB-JACO-ExecSec create and assign these actions to the appropriate NGB directorate. Depending on the sensitivity of the correspondence, these packages may or may not be created in the ETS.

d. Freedom of Information Act (FOIA) Package. This package contains actions that require directorates to promptly locate and review records in response to a request made by the public for records under reference b.

(1) Forward FOIA requests received by a NGB office or directorate to the NGB Chief Counsel (NGB-JA), Office of Information Privacy, and Civil Liberties (NGB-JA/OIP). NGB-JA/OIP creates and assigns these packages to the appropriate NGB directorate(s). The directorates are required to search for records in response to the request, provide documentation of the methodology for conducting the search, and, if records are located, recommendations for the release or withholding of responsive records IAW the appropriate exemptions under reference b.

(2) The directorates will use Adobe Acrobat Pro to redact any records (or portions of records) which it deems necessary for withholding, and provide analysis of what it deems to be any clearly foreseeable harm, should the proposed redacted portions be released to the public.

(3) Depending on the subject or sensitivity of the correspondence, these packages may or may not be created in the ETS.

(4) Requests for classified material is tracked in the ETS, but responsive records containing classified material will not be placed in the ETS.

2. Non-Electronic Staffing. Do NOT electronically staff items in Table 3.

<b>NON-ELECTRONIC STAFFING ITEMS</b>
<ul style="list-style-type: none"> <li>• NGB Inspector General (NGB-IG) inspections, complaints, and reports</li> <li>• Any NGB-JA action that could compromise client confidentiality</li> <li>• NGB GO personnel actions</li> <li>• Equal Opportunity (EO) actions (other than routine work)</li> <li>• Evaluation reports (officer, enlisted, and civilian)</li> </ul>

**Table 3.** Non-Electronic Staffing Items

3. Staff Action/Package Management. The initiating SACO will assign staff action packages to a directorate and provide guidance on the level of coordination/signature required and identify mandatory OCRs (for example, NGB-JA, NGB-IG, NGB-LL, etc.). The assigned directorate is responsible for the action until it is closed, or reassigned IAW the procedures in paragraph 4 below. Directorates dictate their own internal procedures for assigning and controlling actions but should conform to the following principles:

(1) If a NGB directorate receives tasking requests directly from outside agencies that require senior leader consideration and action, these requests must be referred to the respective SACO and to NGB-JACO-ExecSec.

(2) WFM's will work with the respective SACO or NGB-JACO-ExecSec, as appropriate, on assignment or reassignment of actions and setting suspenses.

4. Staff Action Reassignment. An AO should reject a task if their directorate believes the tasking SACO should reassign the action. The AO must provide a justification, and identify the appropriate directorate for reassignment. Requesting reassignment of the action without justification will result in non-transfer of action. If after 24 hours (not to include weekends or holidays), the initial receiving directorate has not identified a new OPR, the originally assigned directorate must complete the action.

5. Dual-Taskings, Same Subject from Multiple Sources. If a SACO receives a package that may have been tasked to another NGB directorate or office, the SACO should search the ETS and immediately contact the other directorate or office. It is essential that NGB provide a single, consolidated response. Working the same task through multiple offices is a duplication of effort. If dual-tasking is identified, contact NGB-JACO-ExecSec immediately for further instruction.

6. Action Package Changes. The original tasking office must authorize changes to action assignments or signature authority levels. If NGB-JACO-ExecSec or other SACOs receive confirmation of that change, enter the authorizing individual's name and contact information into the ETS. If an AO receives action change authority from an external organization, the AO must forward the external email confirmation to NGB-JACO-ExecSec or the corresponding SACO and upload it into the ETS. The AO must annotate the tasking source that granted the extension and point of contact (POC) information in the ETS, and coordinate to update the suspense date.

7. Terminating Action Packages. AOs must consider the task origin prior to terminating an action. If the task originator is internal, the AO must coordinate with the approving official found on the NGB eSSS. The AO obtains approval from that approving official for internal tasks. If the task is external, the AO must receive approval to terminate the task from the external tasking agency, NGB-JACO-ExecSec, or the appropriate SACO.

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8. Classified Action Packages and Attachments. Staff all classified actions on the SIPRNET if SECRET or Joint Worldwide Intelligence Communications System (JWICS) if TOP SECRET. Enter unclassified versions of the task in the ETS on the NIPRNET for tracking and historical archiving purposes. The AO must complete the following for classified actions/material:

a. After providing action or coordination on the SIPRNET, send a NIPRNET email to NGB-JACO-ExecSec, SACO or OPR.

b. If a task requires a paper package, mark the proper classification on all documents.

9. Completed Action Packages. AOs or WFMs should “complete” the package in the ETS and forward approved documents to the SACO (and any other relevant parties). Completed action packages contain the approved or signed document.

10. Closing Action Package. Only the initiating directorate, office or SACO may close actions. Upload all relevant documents.

ENCLOSURE C

STAFF COORDINATION AND SUSPENSE MANAGEMENT

1. Staff Coordination. AOs determine the offices or directorates that have possible equities in an action.
2. Mandatory Coordination. NGB-JA, NGB-IG, DARNG, DANG and NGB-JA-CC, NGB-JACO, and the DNGBJS, must coordinate on all CNGB/VCNGB signature/decision actions and on actions delegated to the DARNG or DANG to sign “on behalf of” the CNGB. Exceptions are based on CNGB/VCNGB guidance.
3. Action Levels and Final Signature Requirements. Action levels specify which signature or approval authority is required to complete a task. Levels of approval depend on the task level and the role of the organization; (OPR or OCR). Final signature requirements are detailed by the tasking agency.
  - a. AO Level. AO level actions contain draft documents that can be reviewed by any member of an OPR or OCR staff. Approving authorities vary by directorate, however, some require branch chief approval of comments before submission, while others have no exclusions, or only require a military or government civilian below the branch chief level input.
  - b. O-6/GS-15 Level. O-6/GS-15 level actions generally do not include rough draft products and usually follow a staffed AO level task. Signature or approval authority for these tasks vary by role.
    - (1) OPRs must obtain an O-6 or GS-15 signature or approval. In cases where a directorate is void of any O-6 or GS-15 (due to unexpected circumstances, travel, personnel turnover, etc.), and a signature authority memorandum is not available, AOs are encouraged to elevate the task to their GO.
    - (2) OCRs must obtain, at the very least, an O-5 or GS-14 signature or approval, though each directorate has its own guidelines regarding whether or not an O-6 or GS-15 signature or approval is required. In cases where a directorate is void of any O-5 or GS-14s (due to unexpected circumstances, travel, personnel turnover, etc.), and a signature authority memorandum is not available, AOs are encouraged to elevate the task to the next higher-ranking member in their organization or consult the OPR AO for guidance.
  - c. O-6 Planner Level. The Director and Deputy Director of NGB-JACO are the designated signature authorities for this task level. Signature or approval requirements for these tasks vary by role.

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(1) The OPR must obtain an O-6 or GS-15 signature or approval prior to submitting for NGB Planner level signature. In cases where a directorate is void of any O-6s or GS-15s (due to unexpected circumstances, travel, personnel turnover, etc.), and a signature authority memorandum is not available, AOs are encouraged to seek guidance from their WFM.

(2) OCRs must obtain, at the very least, an O-5 or GS-14 signature or approval, before submitting back to the OPR. AOs are encouraged to seek guidance from their WFM as each directorate has its own guidelines regarding whether or not an O-6 or GS-15 signature or approval is required. In cases where a directorate is void of any O-5 or GS-14s (due to unexpected circumstances, travel, personnel turnover, etc.), and a signature authority memorandum is not available, AOs are encouraged to elevate the task to the next higher-ranking member in their organization or consult the OPR AO for guidance.

d. GO/FO/SES Level. This level of coordination is also known as “GO/Flag Officer (FO)” coordination, which refers to the first GO in the authority chain of the component, or “directorate-level” coordination, meaning the director of each coordinating office must provide signature or approval. Signature or approval requirements for these tasks vary by role.

(1) OPRs must obtain signature or approval from a GO/SES in their organization.

(a) If the OPR has multiple GOs, AOs are encouraged to seek guidance from their WFM, regarding which GO signature or approval is required, or what signature authority memoranda may have delegated GO level signature authority within their directorate.

(b) If an OPR organization does not have a GO, the organization must obtain signature or approval from the Director of their organization.

(2) OCRs are encouraged to obtain signature or approval from a GO in their office, but unless expressly stated on the eSSS, may provide an O-6 or GS-15 signature.

(a) If the OCR has multiple GOs, AOs are encouraged to seek guidance from their WFM, regarding which GO signature or approval is required, or what signature authority memoranda may have delegated GO level signature authority within their directorate.

(b) If an OCR organization does not have a GO, the organization must obtain signature or approval from the Director of their organization.

e. Principal/Principal Deputy Level Signature (CNGB and VCNGB). These tasks require final signature or approval from the CNGB or VCNGB, unless otherwise delegated to a Service Director or NGBJS GO by the CNGB. All organizations involved in a Principal/Principal Deputy Level task (both the OPR and OCRs) must provide Director or Deputy Director’s signature or approval.

4. Coordination Responses. NGB responds to requests for coordination in three ways: concur, concur with comment, or non-concur. If the OCR concurs, place the name of the reviewer and date on the coordination line on the eSSS. If the OCR concurs with comment or non-concurs, add those words, in addition to the name and date, to the eSSS coordination line as well. See Table 4 for coordination responses.

<b>COORDINATION RESPONSES</b>	<b>EXPLANATION</b>
<b>Concur</b>	OCRs “concur,” when no specific input/comments on the position, policy, or recommendation are provided, or they agree completely with the information as presented.
<b><u>Concur With Comment</u></b>	OCRs “concur with comment,” when they agree with the overall position of a staff action but believe additional information or perspectives will strengthen or clarify the action. The comments can be “administrative” or “substantive.” If the comments are “critical,” it is considered an automatic “non-concur.” The NGB cannot “concur with critical comments.”
<b>Non-Concur</b>	For internal action packages, OCRs “non-concur” when they disagree with a position, policy, or recommendation for critical reasons (for example, a position, policy, or recommendation violates current regulations or law), or when the information or data presented in a staff action is factually incorrect. For external action packages, criteria for a non-concur may be more restrictive. OCRs must submit their comments on a CRM along with additional supporting documentation. OPR AOs must make and document every reasonable effort to resolve contentious issues and to gain concurrence.

**Table 4.** Coordinated Responses

a. Types of Non-Concurs. The two types of non-concur positions are Internal and External. (See Table 5)

<b>TYPE</b>	<b>EXPLANATION</b>
<b>Internal Organization Non-Concur</b>	Applies to action generated internal to the organization that OCRs disagree with. AOs must re-coordinate with all stakeholders to resolve the non-concur and achieve concurrence. Non-concurring OCRs must provide the NGB OPR with documentation supporting their position. Use CRMs for comments. NGB OPR must submit a written explanation, signed by the appropriate level GO from the Service component or Staff directorate if a resolution cannot be achieved during any level of coordination.
<b>External Organization Non-Concur</b>	Applies to an external agency position that NGB disagrees with. If the NGB OPR intends to recommend a non-concur, it must contact the external agency to attempt resolution. If a resolution cannot be reached, the OPR must indicate on the eSSS the rationale for the non-concur and describe the efforts made to achieve resolution.

**Table 5.** Types of Non-Concurs

**NOTE:** NGB-JACO reserves the authority to request an explanatory memorandum for a non-concur from the Service component Director depending upon the nature of the action.

b. No Response. AOs should make every effort to contact unresponsive OCRs immediately in order to get their coordination. However, do not delay the task action package if an AO cannot receive a response from an OCR. Include “No Response” on the eSSS and add the dates that the package was assigned to the OCR. OPR AOs will provide CRMs to OCRs for every task action package.

c. Interim Responses. NGB-JACO-ExecSec will provide interim responses on behalf of the CNGB and VCNGB when OPR AOs receive high-level actions but legitimately cannot meet the suspense date. Examples of high-level actions requiring interim responses are requests from the White House, a Cabinet member, a member of Congress, an ambassador, the Secretary of Defense, etc. NGB-JACO-ExecSec will notify the agency that a fully staffed follow-on response is pending. The OPR should generate the interim response memorandum, load it into the ETS, and notify NGB-JACO-ExecSec that the response has been uploaded for submission.

5. Suspense Dates, Extensions and Task Rejections. NGB uses Internal and External suspense dates.

a. Internal Suspense Date. For actions assigned by NGB-JACO-ExecSec or SACO, this is the date the action should be completed by the assigned staff organization and returned to NGB-JACO-ExecSec or SACO. Internal suspense dates are always earlier than the external suspense date to ensure NGB senior leadership has time to review the package.

b. External Suspense Date. This is the date that an action is to be completed by NGB and distributed back to the external organization. When an external organization requests an NGB response by a specific date, that date will be used unless an extension is granted.

c. Setting a Suspense Date. NGB-JACO, NGB-JACO-ExecSec, other SACOs, or the OPR for a specific package will set suspense dates. For external tasks, the NGB is given a suspense date from an outside agency. NGB-JACO-ExecSec will then set the internal suspense date for the OPR to ensure the NGB can meet the external suspense. For internal NGB tasks, either the OPR is given a date the task is due (for example a tasking from the CNGB), or decides the suspense date themselves. If the task is internal, and the OPR is deciding the suspense date, ensure there is enough time to properly staff the package. At no time should the OPR wait until the last minute and expect a rapid response from the rest of the staff. The suspense date should be realistic and attainable, while also not causing undue stress on the NGB staff.

6. Extensions. AOs must request extensions from tasking agencies. If the AO is having difficulty with an extension request, work with the respective WFM and NGB-JACO-ExecSec for assistance. If granted an extension, the AO must notify NGB-JACO-ExecSec and upload proof (for example, email) to the ETS to include POC information of the granting person.

7. Task Rejections. Reject tasks within 24 hours (not to include weekends or holidays) if the subject or task action is outside the purview of the OPR/OCR directorate's subject matter expertise or function. At no time should a WFM/OPR/AO reject a task solely because of a short or already passed suspense. Actions should be accepted and suspense negotiated. The WFM should negotiate the suspense date with NGB-JACO-ExecSec or the OPR and begin working the task immediately. Sometimes, an OCR or another directorate will receive an external task, and the suspense has already passed. In many instances, an extension will not be granted immediately by the external tasking source. The task still requires an NGB response.

ENCLOSURE D

COMMENTS RESOLUTION MATRIX AND ELECTRONIC STAFF SUMMARY SHEET

1. CRM. A CRM is a document used to capture inputs and comments from AOs. OPR AOs will provide CRMs to OCRs for every task action package. The final CRM must be included in the final task action package. See Appendix A to this enclosure.

2. eSSS. eSSS's provide NGB Senior Leadership and other OCRs with critical information about the purpose of the action, essential background information, a brief discussion of the key issues, and a recommendation. eSSS's should be updated as coordination continues from preliminary to final coordination. The final eSSS will contain up-to-date staffing and summary information prior to senior leadership review and approval. See Appendix B to this enclosure.

<b>Required</b>	<b>Advice</b>
<ul style="list-style-type: none"> <li>Staff Action Subject Provided During Task Initiation</li> </ul>	<ul style="list-style-type: none"> <li>Spell out all acronyms. Do not use jargon.</li> </ul>
<ul style="list-style-type: none"> <li>Contact Information</li> </ul>	<ul style="list-style-type: none"> <li>Grade, surname, office symbol, email and contact phone number of AO. (AOs can be military, civilian, or contractor.)</li> </ul>
<ul style="list-style-type: none"> <li>Internal Staffing Suspense Date Generated During Task Initiation</li> </ul>	<ul style="list-style-type: none"> <li>eSSSs require manual updating if changed after its original creation. Only the tasking SACO or task originators can extend the original staffing suspense date.</li> </ul>
<ul style="list-style-type: none"> <li>Task Origin Generated During Task Initiation</li> </ul>	<ul style="list-style-type: none"> <li>Specify if the origin is internal or external and which organization.</li> </ul>

**Table 6.** Properly Completed eSSS Items

a. Summary Section. This section includes:

(1) "Purpose." The "Purpose" paragraph explains the reason for the action.

(2) "Background." The "Background" gives a brief history that includes relevant facts, policy, or precedent that prompted the action. Include any previous staffing and relevant ETS numbers.

(3) "Discussion." The "Discussion" paragraph explains the action and includes key facts, relevant staff positions, and implications that support the recommendation.

(4) “Recommendation.” The “Recommendation” paragraph states the recommendation for the final approval authority.

b. “TABs.” Each TAB must have its own bullet. TAB A is always the pending approved document. TAB B presents the NGB-JA review. TAB C provides the CRM, if applicable. List all other supporting documentation in order of priority and letter alphabetically.

3. eSSS OPR Task Signature Approval. The signature block of the OPR is located at the bottom left corner on the eSSS. Authorized approval authorities are military or civilian; required minimum rank is based on the level of signature approval for the action (for example, Director signature for action requiring CNGB approval).

## APPENDIX A TO ENCLOSURE D

### COMMENTS MATRIX RESOLUTION EXAMPLE

**SELECT A CLASSIFICATION**

COMMENTS MATRIX FOR DoD ISSUANCES: Issuance Type and Number, "Title"							
#	CLASS	COMPONENT AND POC NAME, PHONE, AND E-MAIL	PAGE	PARA	COMMENT TYPE	COMMENTS, JUSTIFICATION, AND ORIGINATOR JUSTIFICATION FOR RESOLUTION	A/R/P

**HOW TO USE THE SD FORM 818**

**GENERAL GUIDANCE:**

- To sort the table by page number, hover your mouse over the top of the first cell in the column until a downward arrow appears; click to select the entire column. Under Table Tools, select layout, and then click Sort and "OK." To add new rows, copy and paste a blank row to keep consistent formatting. To add automatic numbering to column 1, select the entire column and then click on the Numbering button under Paragraph on the Home ribbon.

**IF YOU ARE THE COORDINATING OSD COMPONENT:**

- Use this form to provide critical and substantive comments to the OSD Component that created the issuance. Complete the header and footer, columns 2-6, and the first two entries in column 7:

*COLUMN 1* Order comments by the pages/paragraphs that they apply to in columns 4 and 5.

*COLUMN 2* Enter the classification of the comment. If any material is classified, follow DoDM 5200.01 guidance for marking the document. If all comments are unclassified, mark the header and footer and ignore the column.

*COLUMNS 3, 4, AND 5* Enter the appropriate information for each comment.

*COLUMN 6* Enter comment type (C, S, or A).

**(C) CRITICAL:** When a Component has one or more critical comments, that Component's coordination is an automatic nonconcur. The justification for critical comments MUST identify violations of law or contradictions of Executive Branch or DoD policy; unnecessary risks to safety, life, limb, or DoD materiel waste or abuse of DoD appropriations; or imposition of an unreasonable burden on a Component's resources.

**(S) SUBSTANTIVE:** Make a substantive comment if a part of the issuance seems unnecessary, incorrect, misleading, confusing, or inconsistent with other sections, or if you disagree with the proposed responsibilities, requirements, or procedures. One substantive comment is usually not sufficient justification for a nonconcur on an issuance. Multiple substantive comments may be grounds for a nonconcur.

**(A) ADMINISTRATIVE:** An administrative comment concerns nonsubstantive aspects of an issuance, such as dates of reference, organizational symbols, format, and grammar.

*COLUMN 7* Place only one comment per row. Enter your comment, recommended changes, and justification in the first two areas provided. If any material is classified, follow DoDM 5200.01 guidance for marking the document. YOU MUST PROVIDE CONVINCING SUPPORT FOR CRITICAL COMMENTS IN THE JUSTIFICATION.

- Review the comments, resolve any conflicting views, and confirm that the completed matrix accurately represents your Component's position. Upload the form to the DoD Directives Program Portal in Microsoft Word format (.docx), with the signed SD Form 106 or coordination memorandum.

**IF YOU ARE THE ORIGINATING OSD COMPONENT:**

- Consolidate comments from all coordinators and adjudicate them. Do not include coordinator's administrative comments in the consolidated SD 818. Leave columns 4 and 5 blank for general comments that apply to the whole document. Sort comments by the pages/paragraphs to which they apply using the General Guidance sort feature (e.g., all comments from all coordinators that apply to page 1, paragraph 1.a., should be together; all comments that apply to page 1, paragraph 1.b., should be next). Set classification header, footer, and columns 1 and 2 as appropriate. Complete last entry in column 7, and column 8:

*COLUMN 7* If you rejected or partially accepted a comment, enter your justification in the originator justification area. If any material is classified, follow DoDM 5200.01 guidance for marking the document. Leave blank if you accepted it. Include any related communications with the coordinating Component. You MUST provide convincing support for rejecting critical comments.

*COLUMN 8* Enter whether you accepted (A), rejected (R), or partially accepted (P) the comment. Your justification in column 7 must be consistent with this entry.

**SELECT A CLASSIFICATION**

COMMENTS MATRIX FOR DoD ISSUANCES: Issuance Type and Number, "Title"							
#	CLASS	COMPONENT AND POC NAME, PHONE, AND E-MAIL	PAGE	PARA	COMMENT TYPE	COMMENTS, JUSTIFICATION, AND ORIGINATOR JUSTIFICATION FOR RESOLUTION	A/R/P
	Choose an item.				Choose an item.	Coordinator Comment: Coordinator Justification: Originator Justification for Resolution:	Choose an item.
	Choose an item.				Choose an item.	Coordinator Comment: Coordinator Justification: Originator Justification for Resolution:	Choose an item.
	Choose an item.				Choose an item.	Coordinator Comment: Coordinator Justification: Originator Justification for Resolution:	Choose an item.
	Choose an item.				Choose an item.	Coordinator Comment: Coordinator Justification: Originator Justification for Resolution:	Choose an item.
	Choose an item.				Choose an item.	Coordinator Comment: Coordinator Justification: Originator Justification for Resolution:	Choose an item.

**Figure 1.** CRM Example

APPENDIX B TO ENCLOSURE D

ELECTRONIC STAFF SUMMARY SHEET EXAMPLE

**(TMT#) SUBJECT:** Make sure to spell out acronyms

**OPR AO:**

**SSS DATE:**

**SUSPENSE:**

**TASK ORIGIN:**

<u>Office Symbol</u>	<u>Last Name, Rank, DD MMM YY</u>	<u>Concur/Concur WC/Non-Concur</u>
----------------------	-----------------------------------	------------------------------------

**OPR PRELIMINARY COORD**

OPR	LEAD
ARNG OCR	COORD
ANG OCR	COORD
JS OCR	COORD
ExecSec-E	EDIT
NGB-JA	REVIEW
NGB-IG	NOTE
OPR	COMPLETE

**EXECSEC FINAL COORD**

ARNG-CSZ	COORD
ARNG-ZA	COORD
ANGRC/CC	COORD
NGB/CF	COORD
NGB-JA CC	REVIEW
ExecSec-E	REVIEW
NGB-JACO	REVIEW
DNGBJS	REVIEW
VCNGB	REVIEW
CNGB	APPROVE

-----**STAFF SUMMARY**-----

**1. PURPOSE:** This line explains the reason for the action

**2. BACKGROUND:** Provide a brief history that includes relevant facts, policy, and/or precedent that prompted the action. Include any previous staffing and relevant ETS numbers.

**3. DISCUSSION:** Explain the action and include key facts, relevant staff positions, and implications that support the recommendation.

<b>STAFF VIEWS:</b>
ANG: State key points/views of the ANG Staff
ARNG: State key points/views of the ARNG Staff

**4. RECOMMENDATION:** State the recommendation for the final approval authority

OPR Task Signature Approval  
//signed, initials, DD MMM YY//  
FIRST MI. LAST, Rank, Service  
Title

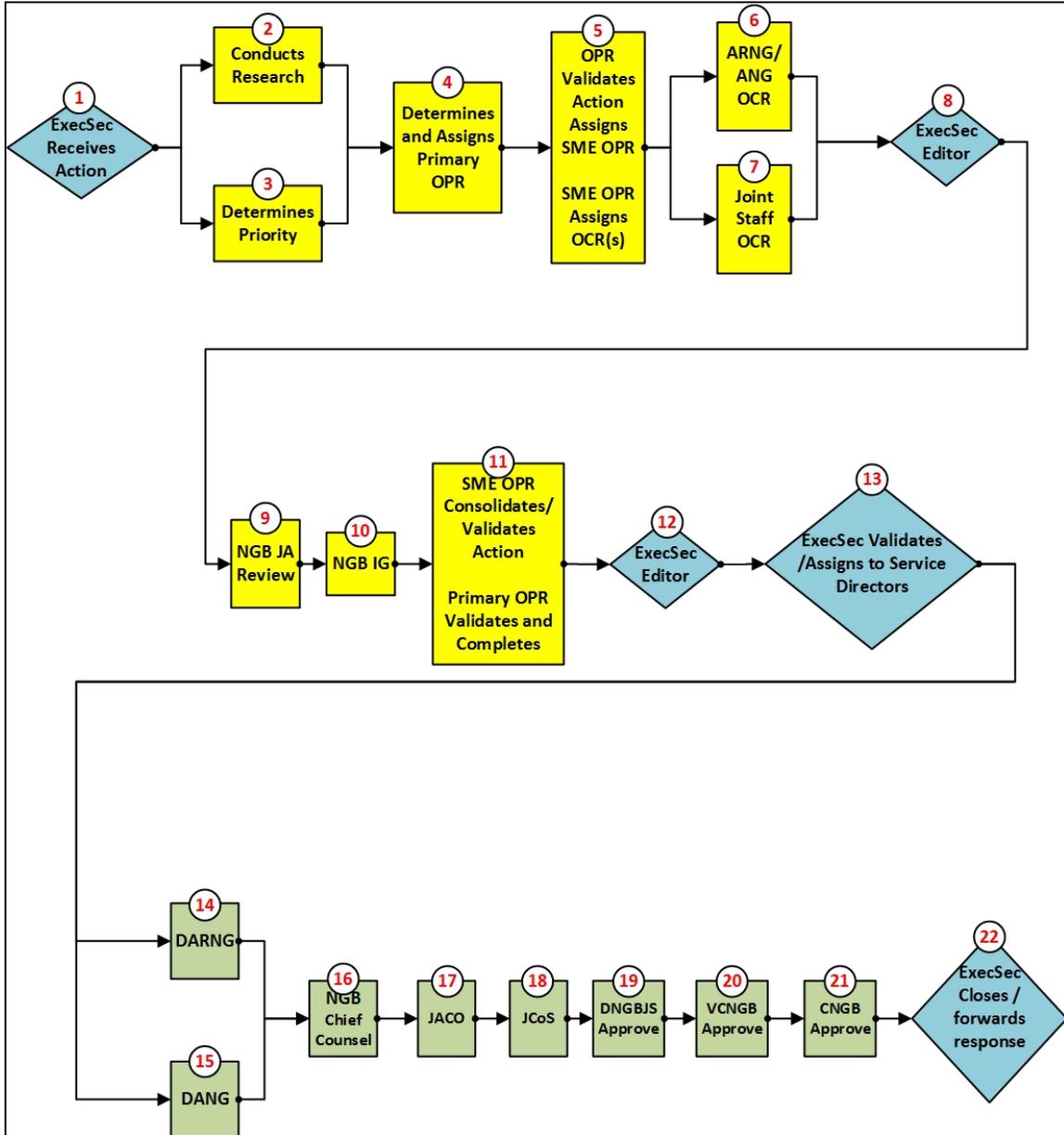
**TABs**

- A – Title of Document. (TAB A is the document or product for the approval authority's final signature)
- B – Legal Review.
- C – CRM (if applicable). List all other supporting documentation alphabetically.

ENCLOSURE E

PRELIMINARY AND FINAL COORDINATION PROCESS

1. Routine Coordination. See figure 3 below for the standard flow of the staff action process for routine taskers.



**Figure 3.** Standard “Routine” Coordination

2. Preliminary Coordination. Preliminary coordination is all staffing coordination that occurs prior to senior leader review or “final coordination”. The OPR AO manages the assignment of action during preliminary coordination. The OPR AO coordinates with appropriate OCR, NGB-JACO-

ExecSec Editors, NGB-JA and NGB-IG. Each OCR identifies Service or Staff component equities, limiting factors, and any known factors that should shape the final decision. OCRs capture comments on a CRM. The OPR AO adjudicates comments for inclusion in the final package by approving, amending, or rejecting them. The OPR AO must provide clarification and a specific rationale for rejection or amendment of all comments on a consolidated CRM. The OPR AO ensures all adjudication responsibilities and editing is complete and ensures other required documentation is available for review by a principal staff member.

3. Final Coordination and Signature. Final coordination begins when the OPR has obtained all OCR inputs, a directorate review and has completed preliminary coordination. During final coordination, NGB-JACO-ExecSec will manage the action assignment from Service Directors to the final NGB principal for signature.

4. Staff Action Coordination Matrix. See figure 4 below for the preliminary and final coordination process. AOs may use the information in figure 5 as a guide for required coordination for staffing actions.

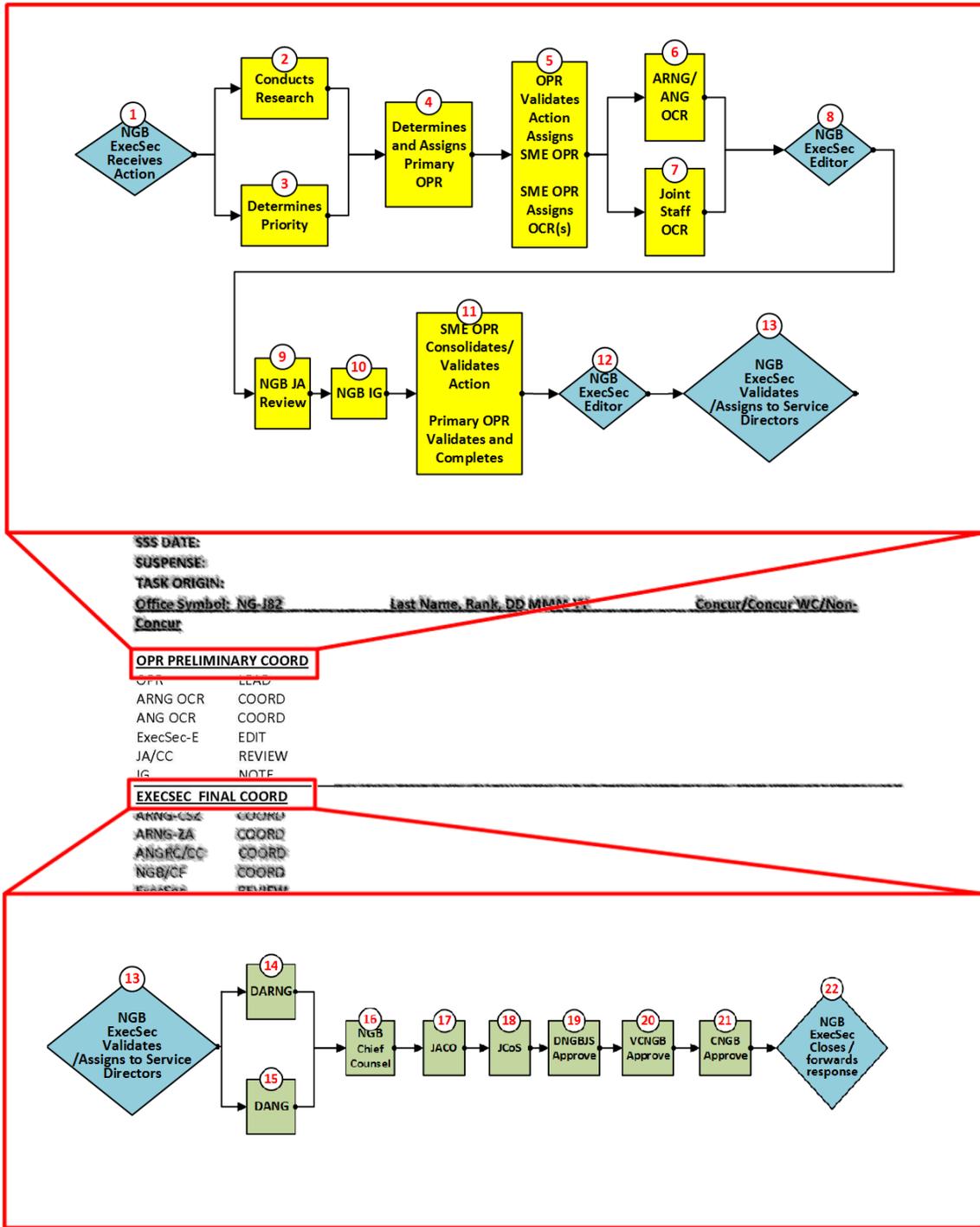


Figure 4. Preliminary /Final Coordination Process

<b>Final Action Level</b>	<b>Coordination Required</b>	<b>Coord Route (Using Process Map)</b>
	<b>A=ANG Staff, G=ARNG Staff, J=Joint Staff</b>	
<b>AO</b>	<ul style="list-style-type: none"> <li>Staff elements (A, G, J, and Personal /Special Staff) with equity</li> </ul>	01-08
<b>O-6/GS-15</b>	<ul style="list-style-type: none"> <li>Staff elements (A, G, J, and Personal /Special Staff) with equity</li> </ul>	01-11, Excluding 09-10
<b>O-6/Planner</b>	<ul style="list-style-type: none"> <li>Staff elements (A, G, J, and Personal /Special Staff) with equity</li> <li>NGB-JACO-ExecSec and NGB-JACO</li> </ul>	01-16, Excluding 09,10, 13-15
<b>General Officer (GO)</b>	<ul style="list-style-type: none"> <li>Staff elements (A, G, J, and Personal /Special Staff) with equity</li> <li>NGB-JA and NGB-IG, if requested by the signing/approving GO</li> </ul>	01-11, Excluding 09,10, 13-15 Including 16
<b>Principal/Principal Deputy</b>	<ul style="list-style-type: none"> <li>Staff elements (A, G, J, and Personal /Special Staff) with equity</li> <li>NGB-JACO-ExecSec Editors, NGB-JACO-ExecSec, and NGB-JACO</li> <li>NGB-JA, Chief Counsel, and NGB-IG</li> <li>DARNG, DANG, and DNGBJS</li> <li>VCNGB and/or CNGB</li> </ul>	01-21
<b>Other</b>	<ul style="list-style-type: none"> <li>All elements on the eSSS</li> </ul>	As required

**Table 7.** Staff Action Coordination Table

5. Timelines. AOs may use the notional staffing timelines in Table 8 below.

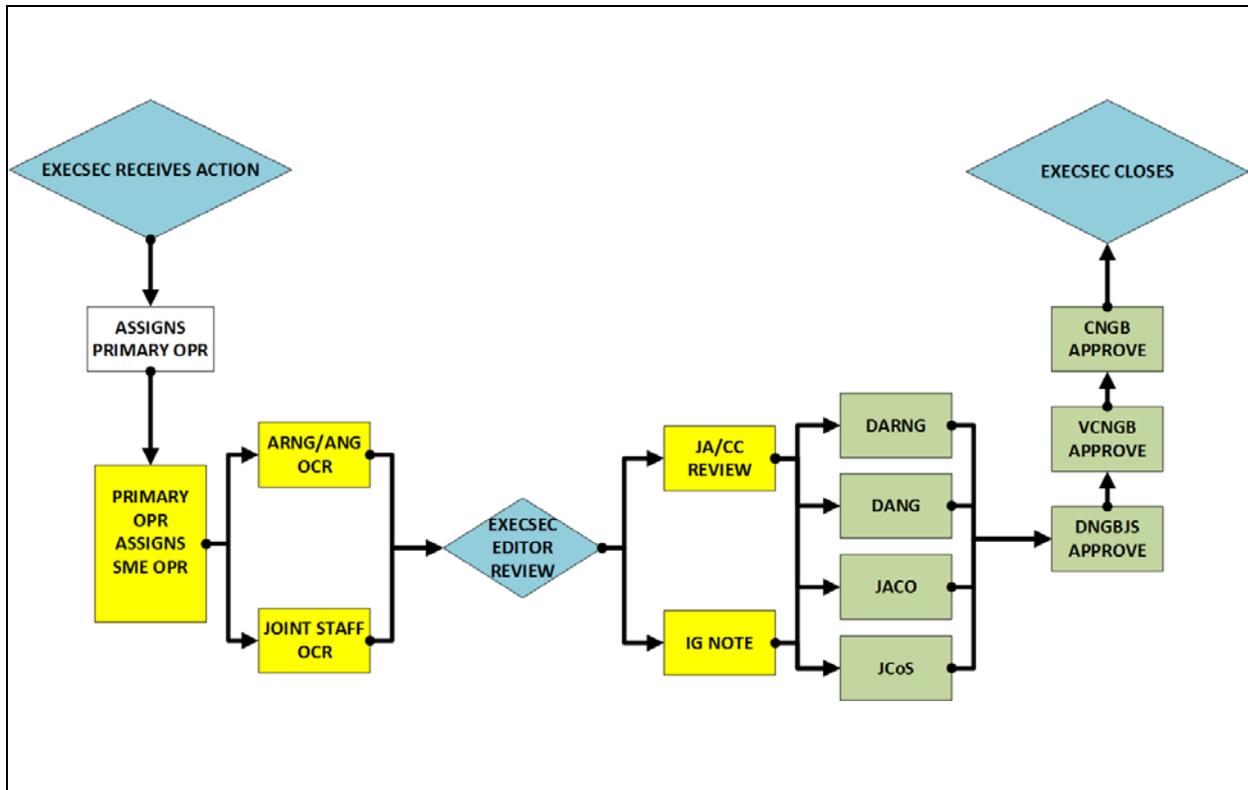
<b>Staffing Step</b>	<b>Time</b>
Production	3 days
Staffing (A,G,J and Personal/Special Staff)	10 days
Comment Consolidation/Adjudication	1-5 days
Directorate Leadership Review	3-5 days
NGB-JACO-ExecSec-Editors (Editing)	2 days
NGB-JA Review	10 days
NGB-IG Notation	1 day
DARNG and DANG Reviews	5 days
Chief Counsel Review	2 days
NGB-JACO-ExecSec and NGB-JACO Reviews	2 days
DNGBJS	3 days
VCNGB	5 days
CNGB	5 days

**Table 8.** Notional Coordination Time-lime Table

ENCLOSURE F

SPECIAL ACTIONS COORDINATION PROCESS

1. Special Actions. Special staffing occurs when actions require principal/deputy principal level coordination with a short external suspense. Designate special actions as “Expedited” when staffed. See figure 6 for the Expedited staffing process.



**Figure 6.** Expedited Action Process

a. Actions With Less Than 10 Days. Label actions from external offices requiring CNGB/VCNGB approval within 10 business days as “Red Top” in the ETS. Only SACOs can create or approve a “Red Top.” OPR AOs and all OCRs must prioritize and staff “Red Top” coordination above all other routine actions. OPR AOs must engage WFM and SACOs appropriately to facilitate condensed, accurate and timely coordination.

b. Actions With Less Than Four Days. Actions from external offices requiring CNGB/VCNGB approval within four business days are Expedited actions. Label actions from external offices requiring CNGB/VCNGB approval within four business days as “Red Top” in the ETS. Expedited actions take top priority above all other tasks. The initiating SACO must approve the task to be “Expedited” and will immediately provide guidance and assistance to the OPR.

Completing these tasks on time requires a proactive, motivated approach from the AO with all staff elements required to provide immediate input.

(1) Staff these actions via phone, email, and in-person discussions, with the ETS essentially archiving the response, not being the sole source of staff coordination.

(2) NGB-JACO-ExecSec, in coordination with the OPR, has the sole authority and discretion as to which directorates to coordinate with. In rare instances, for tasks with an extremely short suspense, coordinate with directorates and offices that are necessary and mandatory.

(3) If properly executed, the Expedited actions process can be completed in less than forty-eight hours.

c. Timeframes. There are three action time frames: before action assignment, during action coordination, and after staff coordination. Before assigning the action to an OPR, NGB-JACO-ExecSec develops a timeline and then assigns the task by:

(1) Immediately contacting the OPR Executive Officer and Deputy Director, and communicating all pertinent action information and informing the OPR exactly when final coordination must begin.

(2) After making contact with the OPR, notify all NGB elements of the action and include a proposed timeline for completion and the contact information for the assigned AO.

(3) During action coordination, while OPR AO organizes staff coordination, NGB-JACO-ExecSec works to support action completion by establishing a specific, final coordination timeline. NGB-JACO-ExecSec works directly with all OCRs to arrange times for review.

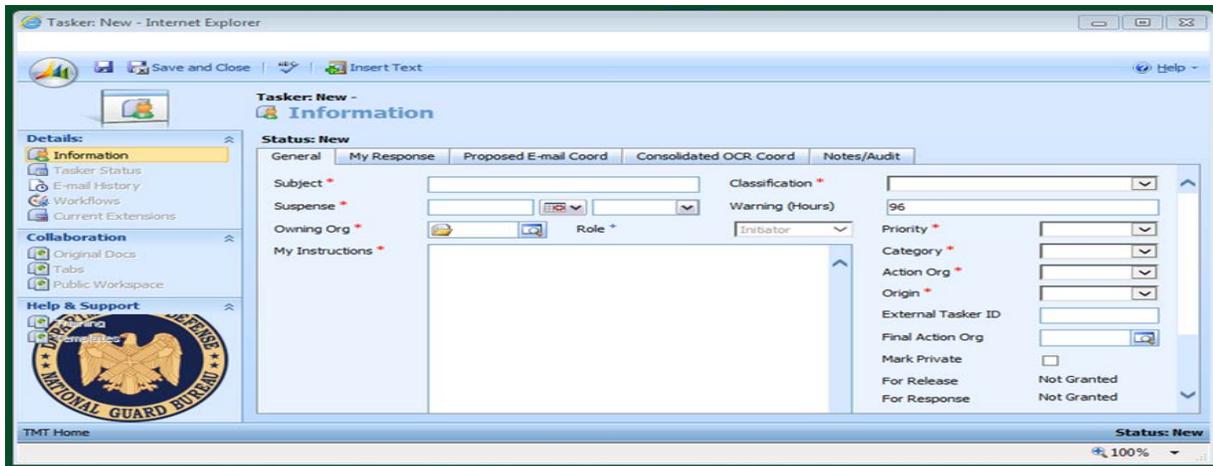
ENCLOSURE G

TASK MANAGEMENT TOOL ACTION PROCEDURES

1. TMT. NGB uses TMT as the ETS to assign, manage, and track staff actions. For its proper use, please see the TMT user's guide at reference q.

2. New Task Procedures.

a. Initiator Actions. Create a new tasker by completing all required information, which are marked with red asterisks. Complete the "My Instructions" field with clear and concise written statements and list all tasks required to accomplish the action. The "My Instructions" field should not include eSSS templates. Load blank eSSS template in the "Original Docs" tab and assign to a Primary OPR. Set Primary OPR suspense and complete OPR instructions. Instruct Primary OPR to complete eSSS in "Original Docs." Figure 7 is an example of a TMT action information page.



**Figure 7.** TMT New Task Information Page

b. OPR Actions. OPR AOs must upload a completed initial eSSS in the Original Docs section, assign OPR-C or OCRs and OCR suspense within the Manage Assignments option. OPR AOs will set instructions to OCR(s) using the "OCR Details" section within the Managing Assignments option. OPR instructions to OCRs will state to retrieve all documents from "Original Docs," add in "Public Workspace," action the task and provide approval signature in the "Response Tab" and complete action.

c. OCR Actions. OCR AOs will provide a response and the appropriate signature and date on the eSSS. The OCR AO will correctly label and upload both signed eSSS and response inputs to the "Public Workspace" section.

d. Completed Preliminary Coordination Actions. To complete preliminary coordination, the OPR AO must consolidate signatures from all OCRs and add to the final eSSS. The final eSSS must be labeled “Final.” OPR AO must upload all final documents into the Tabs section and label accordingly. An OPR action package with completed preliminary coordination contains the following: eSSS with preliminary coordination complete, taker status showing OPR preliminary coordination complete, and all final documents in Tab section for final coordination. Figure 8 below is an example of the necessary components of action package with the preliminary coordination complete.

The screenshot displays a software interface for task management. The top section, titled 'Tasker Status', shows a table of task entries. The table has columns for 'Original Owner / Current Owner', 'Role', 'Status', 'Date Assigned', and 'Suspense Date'. Three entries are visible, all with a status of 'Completed'. Below the table, a blue triangle overlay contains the text 'Tasker Status Preliminary Coord COMPLETE'. The bottom section, titled 'Tabs', shows a list of documents. One document is highlighted: 'TAB A-DRAFT TMT ACTION PROCESS'. Below this list, another blue triangle overlay contains the text 'Documents in Tabs for Final Coord'. On the right side of the interface, there is a detailed view of the task, including a table of participants and their roles, and a section for 'eSSS' (Executive Summary/Staff Summary) with a blue triangle overlay containing the text 'eSSS Preliminary Coord COMPLETE'.

**Figure 8.** Preliminary Coordination Complete Action Package

e. Final Coordination Actions. The initiator will monitor task for “OPR COMPLETE.” NGB-JACO-ExecSec will initiate final coordination.

f. Final Coordination Routing Scheme. When final coordination is complete, NGB-JACO-ExecSec will initiate a Senior Leader Approval Process (SLAP) for final approval or signature.

<b>AT#) SUBJECT: NG TASK ACTION PROCESS</b>				
<b>OPR AO: CPT Hooper, ExecSec, 571-256-7332</b>				
<b>SSS DATE: 30 SEP 16</b>				
<b>SUSPENSE: 15 OCT 16</b>				
<b>TASK ORIGIN: External OSD</b>				
<b>Office Symbol</b>	<b>Last Name</b>	<b>Rank</b>	<b>DD MMM YY</b>	<b>Concur/Concur WC/Non-Concur</b>
<b>OPR PRELIMINARY COORD</b>				
OPR	LEAD	Doe, COL,	30 SEP 16	Concur WC
ARNG OCR	COORD	Smith, LTC,	05 OCT 16	Concur
ANG OCR	COORD	Johnson, Maj	06 OCT 16	Concur
JS OCR	COORD	Epic, COL	11 OCT 16	Concur
ExecSec-E	EDIT	Editor, CTR	12 OCT 16	
JA/CC	REVIEW	Lawyer, MAJ	18 OCT 16	Reviewed
IG	NOTE	Inspector, LTC	19 OCT 16	Noted
OPR	COMPLETE			
<b>EXECSEC FINAL COORD</b>				
ARNG-CSZ	COORD			<b>ExecSec will Manage Final Coord Actions</b>
ARNG-ZA	COORD			
ANGRC/CC	COORD			
NGB/CF	COORD			
ExecSec	REVIEW			
NGB-JACO	REVIEW			
NG JS CoS	REVIEW			
DNGBJS	REVIEW			
CNGB XO	REVIEW			
NGB	APPROVE/SIGN			
<b>STAFF SUMMARY</b>				

**Figure 9.** NGB-JACO-ExecSec Management for Final Coordination

3. Task Documents Location.

a. Original Documents. Upload all documents pending review in the “Original Documents” Tab. Documents include but are not limited to blank eSSSs, final action original documents, CRMs, and any referenced documents. Note that only the Initiator may edit documents in this section.

b. Public Workspace. Use the Public Workspace section to upload all working documents. Final documents should be uploaded to Tabs, the Public Workspace section.

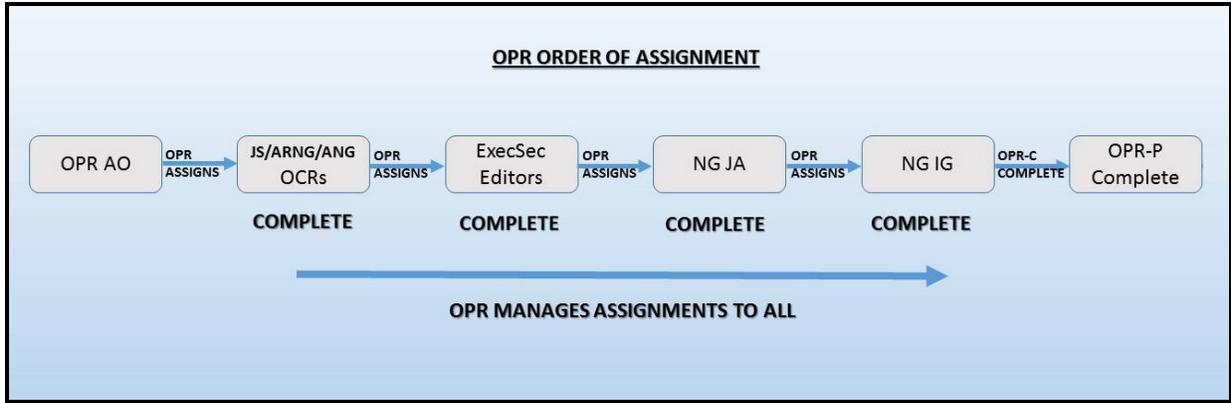
c. Tabs. OPR AO will upload all final documents in the Tabs section. Tabs will be labeled as followed: TAB A-Final Action Org Document, TAB B-Legal Review, TAB C-CRM, and TAB D-Prioritized Associated Documents. Documents that are not part of the final package should not be in the Tabs section; they should remain in Public Workspace.

4. Managing Assignments.

a. Assigning Tasks. Offices will always assign tasks using the manage assignments capability and will assign in the following order: Initiator assigns Primary OPR; Primary OPR assigns OPR-C or OCRs and OCRs assign OCR-C. Tasks are always assigned to organizational boxes whenever possible.

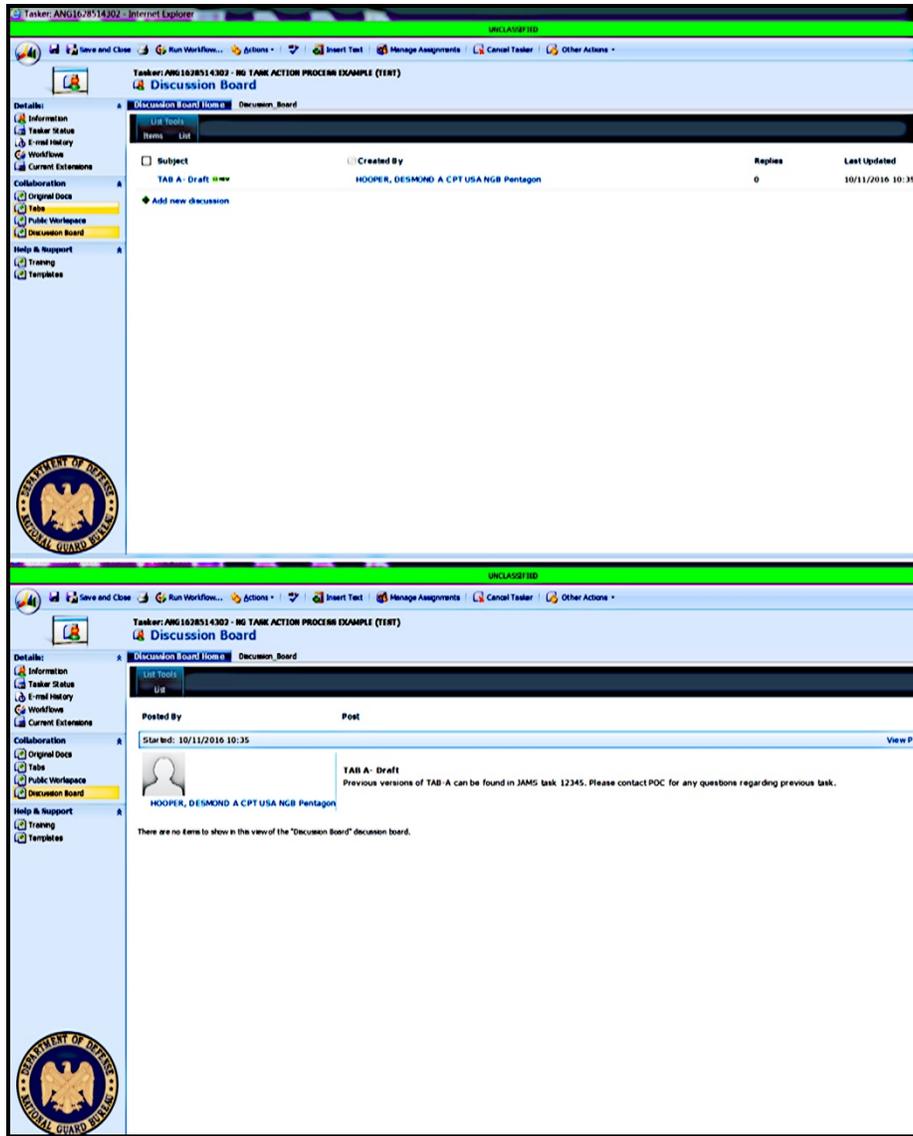
b. Re-assigning Task. When reassigning a task, use the “Manage Assignments option to re-assign an action. The action will be marked as “canceled” in the tasker status of the un-assigned office.

5. Order of Assignment. During preliminary coordination, OPR AOs will assign actions to OCRs, NGB-JACO-ExecSec Editors, NGB-JA (for legal review), and NGB-IG (for review) as required.



**Figure 10.** TMT Preliminary Coordination Order of Assignment

6. Discussion Board Use. Place notes or comments regarding the task in the Discussion Board.



**Figure 11.** TMT Discussion Board

7. Task Rejection and Suspense Extension Procedures.

a. Task Rejection. Reject task if the subject matter is not within the OPR or OCRs purview. Use the reject option and enter a note with a new OPR or OCR recommendation within the rejection window. If rejection comments are too long, add in Public Workspace. See Enclosure B, para 4.

b. Suspense Extensions. Use the TMT extension request function. Also, when requesting an extension, add the specifics of the extension request in the Discussion Board. See Enclosure B, para 6.

8. Completing and Closing Tasks. OCRs will ensure all documents are signed and in their respective locations. Use the “Complete Tasker” option and when prompted, check all documents associated with the response, and then provide appropriate signature and date in the “My Response” window. Close only when all final actions of the task are complete. Prior to using the “Close” option, place the disposition of the final action in the Notes/Audit section to affirm task is complete.

ENCLOSURE H

STAFF ROLES

1. Individual Roles.

a. AOs. AOs are personnel within an office, assigned to complete or contribute to a staff action. They may serve as a subject matter expert, or as the individual managing and consolidating responses from others.

(1) AOs receive or initiate the action, research the issue, decide what offices need to coordinate on the action, obtain the necessary coordination, consolidate and adjudicate comments, and draft the recommended NGB response.

(2) AOs are required to maintain access to the ETS, recommended to maintain a SIPRNET email account, and complete the NGBJS AO Integration Course and ETS training.

(3) AOs must solicit guidance from their respective WFM concerning issues with the staffing processes prior to contacting a SACO for assistance.

(4) AOs must follow NGB Records Management guidelines when using any item deemed as a “record” for the NGB IAW reference i.

b. WFMs. WFMs serve as the primary POCs and conduits between an internal tasking organization (including staff directorates and SACOs), and AOs in their directorate, division, or branch.

(1) WFMs track the progress for all actions assigned to or generated by, their directorates in the ETS.

(2) WFMs serve as the last line of quality control for actions leaving their respective directorate, division, or branch.

(3) WFMs are required to maintain access to the ETS and a SIPRNET email account and complete the NGBJS Action Officer Integration Course and any other WFM-specific training.

c. Director and Deputy Director of NGB-JACO/NGB Planners. The Director and Deputy Director of NGB-JACO also serve as the NGB Planners. Their approval or signature is required for all NGB Planner-level tasks. Further delegation of NGB Planner approval or signature is unauthorized.

d. NGB Senior Leaders. NGB Senior Leaders support the Secretary of Defense and advises the Chairman of the Joint Chiefs of Staff (CJCS) on issues pertaining to the NG.

2. SACO Roles. SACOs facilitate the assignment and completion of staff actions received by NGB from an external agency or actions originating from an NGB Senior Leader. When facilitating completion of tasks, SACOs will contact WFMs before contacting AOs for information. SACOs should not contact AOs directly until they have made reasonable attempts to address the issues with the WFM. The responsibilities of each SACO vary by service:

a. NGB-JACO-ExecSec. NGB-JACO-ExecSec, the Joint Staff SACO, receives tasks requiring CNGB, VCNGB, DNGJBS, or Joint Staff review from organizations external to NGB and assigns the task to the correct OPR and OCR for completion. NGB-JACO-ExecSec may:

(1) Provide guidance regarding task coordination, monitor the status of actions, and assist with obtaining suspense extensions.

(2) Coordinate with NGB-JACO and NGB-JACO-ExecSec Editors.

(3) Liaise with other SACOs and NGB WFMs.

(4) Provide quality control for NGB responses to tasks seeking CNGB, VCNGB, or DNGBJS approval or signature.

(5) Advise on the distribution of close-hold actions.

(6) Ensure complete and appropriate coordination of policies, internal and external memoranda agreement, understanding and awards according to NGB regulations, policies and NGB leadership intent.

b. ANG Workflow. ANG Workflow, the ANG SACO, receives all tasks assigned for DANG, Deputy DANG, and ANG coordination. ANG Workflow assigns tasks to the correct OPR and OCR for completion. ANG Workflow also regularly interfaces with Headquarters, Air Force. ANG Workflow may:

(1) Provide guidance regarding task coordination, monitor the status of actions, and assist with obtaining suspense dates.

(2) Liaise with other SACOs and NGB WFMs.

(3) Provide quality control for ANG responses to tasks seeking senior leader approval or signature.

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c. ARNG/SGS. ARNG-SGS, the ARNG SACO, facilitates coordination with staff assigned to the Office of the DARNG. All coordination with ARNG divisions and AOs must go directly through the divisions, not through ARNG/SGS.

d. NGB-LL. NGB-LL is a SACO with a very specific purview over congressional and executive actions, communication, and inquiries for matters under CNGB jurisdiction, including DARNG and DANG issues. NGB-LL assigns congressional-related actions to the correct OPR and OCR for completion. NGB-LL will track, monitor, administer and complete all actions for which they are the SACO.

e. NGB-CAG. NGB-CAG is a component of the CNGB's Personal Staff and serves as the POC for specified CNGB-appointed actions. NGB-CAG does not usually provide coordination on routine tasks. However, they may accept tasks sent as "Information Only" to gain situational awareness on a specific topic.

3. Joint and Special Staff Directorates and Offices. The NGB Joint and Special Staff Directorates and Offices are the integrating entities information on actions requiring CNGB and VCNGB consideration. The NGBJS will coordinate with the ARNG and ANG Directorates on all actions that obligate Service manpower and resources.

a. Manpower and Personnel Directorate (NGB-J1). NGB-J1 provides overall human resource strategic planning, integration, analysis, manpower and personnel policy, and oversight for the CNGB to enhance NGB and NG Joint Force Headquarters-State (NG JFHQs-State) initiatives, personnel readiness, operational capabilities, and sustainment of the NG Community.

b. Joint Intelligence Directorate (NGB-J2). NGB-J2 provides timely, accurate, and actionable intelligence support to the NGBJS, the NG Service Components, and NG JFHQs-State offices.

c. Domestic Operations and Force Development Directorate (NGB-J3/7). NGB-J3/7 plans, coordinates, and shares situational awareness to assist joint/interagency mission partners conducting domestic operations. Coordinates with NG JFHQ-States, DoD components, Combatant Commands, Joint Director of Military Support, military departments, and other mission partners to promote unity of effort for planned events and domestic incidents. NGB-J3/7 also develops, manages, and coordinates the NGBJS AO Integration Course.

d. Logistics and Engineering Directorate (NGB-J4). NGB-J4 is the primary advisor to the CNGB for all joint logistics and engineering matters.

e. Strategy, Policy, Plans, and International Affairs Directorate (NGB-J5). NGB-J5 develops, coordinates, and promulgates NG strategy, policy, plans, and international affairs. The NGB-J5 also serves as an OCR for all DoD Issuances, and coordinates on all CNGB Issuances IAW reference g and maintains a cataloged, researchable archive of all original, signed, hard copy CNGB Issuances including re-writes and updates.

f. C4 and Chief Information Officer Directorate (NGB-J6/CIO). NGB-J6 establishes policies, procedures, and recommendations on command, control, communications, and computer systems to the CNGB for supporting the joint military, Combatant Command, interagency organizations, and NG JFHQs-State information sharing for the Homeland Security mission.

g. Programs and Resources/Comptroller Directorate (NGB-J8/Comptroller). NGB-J8 oversees resources that have the potential to impact the National Guard. Actions that address resources or impact resource requirements need to include the NGB-J8 in the coordination process.

h. NGB-IG. All actions requiring CNGB or VCNGB final approval or signature require NGB-IG notation. NGB-IG will only provide notation on tasks after NGB-JA legal sufficiency review.

i. NGB-JA. NGB-JA ensures NGB actions, as executed through the CNGB and VCNGB, comply with applicable law, regulations, and policies. All tasks requiring CNGB or VCNGB final approval or signature require NGB-JA review and NGB Chief Counsel endorsement. Additionally, NGB-JA:

(1) Coordinates with DoD, OSD, CJCS, and other Federal agencies on legal matters involving the NG, and advises The Adjutants General (TAG) and State Judge Advocates of the States, Territories, and the District of Columbia, as appropriate.

(2) Reviews tasks requiring NGB GO/FO/SES signature, as requested.

(3) Serves as an OCR for tasks requiring NGB-JA input, not just a legal review.

4. Office of the Joint Surgeon General (NGB-JSG). NGB-JSG provides medical advice and recommendations to the CNGB, conducts medical planning, and fosters the development of collaborative partnerships with key Federal homeland response agencies.

5. NGB-LL. The primary role of NGB-LL is to develop and manage responses for the following:

a. Formal Congressional Activities. NGB-LL will task formal Congressional Activities through the ETS. NGB-LL directs all formal Congressional Activity tasks to the appropriate ARNG, ANG, and/or NGB Staff SACO. For actions requiring CNGB or VCNGB approval, NGB-LL will coordinate responses with NGB-JA, NGB-IG, and NGB-JACO. For matters not requiring CNGB or VCNGB approval, but involving NGB policy positions, NGB-LL will provide NGB-JACO with an information copy, following appropriate staffing to include NGB-JA.

b. Informal Congressional Activities. NGB-LL originates informal congressional activity tasks directly to any individual or office within the NGB, verbally or by email. For purposes of historical documentation and future reference, NGB-LL may capture the final action and response to Informal congressional activity tasks in the ETS.

c. Congressional Inquiries. NGB-LL is responsible for timely and accurate processing, integration, and coordination of all congressional and executive staff actions. NGB-LL may directly task each SACO as necessary. NGB-LL will task written congressional and White House inquiries through the ETS. Complete all responses to congressional or White House correspondence by the established suspense, normally within three to five business days of receipt. Justified extensions are at the discretion of the OPR or SACO. All other NGB-LL staffing is subject to the guidance in this document.

6. Office of Public Affairs and Strategic Communications (NGB-PA). NGB-PA provides advice and support to NGB Senior Leaders on media-related NGB tasking actions. All actions involving speaking venues, correspondence with media and public interest implications, and the NGB website require NGB-PA review.

7. Office of the NGB Chaplain (NGB-OC). NGB-OC provides advice on religious affairs, including religious advisement and religious support, to the CNGB and the NGB.

ENCLOSURE I

REFERENCES

- a. CNGB Instruction 5050.01A, 21 October 2015, “NGB Staff Actions”
- b. Title 5 United States Code (U.S.C.) Section 552, “The Freedom of Information Act”
- c. 32 Code of Federal Regulations Part 329, “National Guard Bureau Privacy Program”
- d. Executive Order 12598, 17 April 1995, “Classified National Security Information,” as amended
- e. DoD 5110.4-M-V1, 26 October 2010, “DoD Manual for Written Material: Correspondence Management”
- f. U.S. Government Printing Office, 16 September 2008, “U.S. Government Style Manual”
- g. CNGB Manual 5000.01, 17 July 2017, “Formats and Procedures for Development of CNGB Issuances”
- h. CNGB Manual 5051.01, 16 May 2013, “National Guard Bureau Editorial Guidance for Staff Actions”
- i. CNGB Instruction 5001.01, 05 December 2016, “National Guard Bureau Records Management Program
- j. CNGB Manual 5052.01, 03 October 2016 “DoD Governance Meeting Procedural Guidance”
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GLOSSARY

PART I. ACRONYMS

ANG	Air National Guard
AO	Action Officer
ARNG	Army National Guard
CJCS	Chairman of the Joint Chiefs of Staff
CNGB	Chief of the National Guard Bureau
CRM	Comments Resolution Matrix
DANG	Director of the Air National Guard
DARNG	Director of the Army National Guard
DoD	Department of Defense
eSSS	Electronic Staff Summary Sheet
EO	Equal Opportunity
FOIA	Freedom of Information Act
GO	General Officer
IAW	In accordance with
JSAP	Joint Staff Action Processing
NGB	National Guard Bureau
NGB-IG	Office of the Inspector General
NGB-JA	Office of the National Guard Bureau Chief Counsel
NGB-JA/OIP	Office of Information Privacy, and Civil Liberties
NGB-JSG	Office of the Joint Surgeon General
NGB-OC	Office of the National Guard Bureau Chaplain_
NGB-J1	Manpower and Personnel Directorate
NGB-J3/7	Domestic Operations and Force Development Directorate
NGB-JACO	Joint Actions Control Office
NGB-JACO-ExecSec	Executive Secretariat
NGB-JACO-JIC	Joint Integration and Coordination Division
NGB-J5	Strategy, Policy, Plans, and International Affairs Directorate
NGB-J6	C4 and Chief Information Officer Directorate
NGB-J8	Programs and Resources/Comptroller Directorate
NGBJS	National Guard Bureau Joint Staff
NGB-LL	Legislative Liaison
NGB-PA	Office of Public Affairs and Strategic Communications
NGB-OC	Office of the NGB Chaplain
NG-JFHQs-State	National Guard Joint Force Headquarter State
NIPRNET	Non-classified Internet Protocol Router Network
OCNGB	Office of the Chief of the National Guard Bureau
OCR	Office of Coordinating Responsibility
OPR	Office of Primary Responsibility
OPSDEPS	Operations Deputies
OSD	Office of the Secretary of Defense

POC	Point of Contact
SACO	Staff Actions Control Office
SecDef	Secretary of Defense
SIPRNET	Secret Internet Protocol Router Network
TAG	The Adjutants General
TMT	Task Management Tool
VCNGB	Vice Chief of the National Guard Bureau
WFM	Workflow Manager

## PART II. DEFINITIONS

Action -- Any type of tasking, request for coordination, or staffing, also referred to as a tasker or a task.

Action Officer -- A staff member with subject matter expertise who works actions/tasks on behalf of senior leaders.

Air National Guard Directors Action Group -- The workflow office for Director of the Air National Guard, which includes the Air National Guard Staff Actions Control Office.

Air National Guard Readiness Center Staff Actions Control Office -- The Staff Actions Control Office for the Air National Guard.

Chief of the National Guard Bureau -- Four-star general officer with administrative responsibility for the National Guard Bureau, and is a member of the Joint Chiefs of Staff.

Office of the Comptroller and Director, Administration and Management -- Provides strategic-level advice to the Chief of the National Guard Bureau, Vice Chief of the National Guard Bureau, Director of the Army and Air National Guard on financial, organizational, and administrative management matters.

Coordination -- Lateral activity at various levels within the National Guard Bureau, to capture staff perspectives on important issues.

Concur/Concur with comment/Non-concur -- Coordination response on electronic Staff Summary Sheet indicating that the office either agrees (concur), agrees but has recommendations to improve the action (concur with comment), or does not agree (non-concur).

Director of the Air National Guard -- Lieutenant General with administrative responsibility for the Air National Guard.

Director of the Army National Guard -- Lieutenant General with administrative responsibility for the Army National Guard.

Dual tasking -- Action in which the National Guard Bureau is tasked with the same action by more than one agency.

Formal Congressional Activities -- Formal tasks that have a usual suspense date of two weeks or more, and require senior leader review and approval.

Informal Congressional Activities -- Informal tasks that have a usual suspense date of fewer than 24 hours.

Joint Actions Control Office -- Responsible for all joint actions within National Guard Bureau and agent for coordination with Joint Chiefs of Staff and the Office of the Secretary of Defense.

Legislative Liaison -- The single point of contact for all congressional actions and inquiries pertaining to matters under the Chief National Guard Bureau jurisdiction.

Note (used on eSSS) -- National Guard Bureau Inspector General Coordination that indicates they have viewed an electronic tracking system action without providing input because they must remain impartial.

Office of Primary Responsibility -- The office or organization with overall responsibility for completing an action.

Review (used on SSS) -- Type of coordination requested by an Action Officer, used when an office is required to only provide suggestions, input, edit, or comments for an electronic tracking system action.

Office of the Secretary of the General Staff -- The Staff Actions Office for the Army National Guard.

NGB Staff Elements -- Includes the National Guard Bureau Personal, Special and Joint Staff, and the Army National Guard and Air National Guard.

Staffing -- Request for coordination, higher approval, or signature, normally directed upward and usually accompanied by an electronic Staff Summary Sheet.

Staff Package Paper Packet -- All documents pertaining to an action assembled for coordination, signature, or review.

Staff Summary Sheet -- The official transmittal document for all staffing actions within the National Guard Bureau that provides the reader with the

purpose of the action, essential background information, bottom-line facts, and a recommendation.

Tasker/Task -- Any action assigned to an Office of Primary Responsibility or Action Officer for completion.

Vice Chief of the National Guard Bureau -- Lieutenant General with administrative responsibility for the National Guard Bureau Personal, Special and Joint Staff. The Vice Chief of the National Guard Bureau acts in the absence of Chief of the National Guard Bureau or as delegated.

Workflow Manager -- A designated directorate staff member who coordinates, facilitates, and reviews actions.