



CHIEF OF THE NATIONAL GUARD BUREAU MANUAL

NGB-J5
DISTRIBUTION: A

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NATIONAL GUARD STRATEGIC PLANNING SYSTEM

References: See Enclosure L.

1. Purpose. This manual provides procedural guidance for executing the National Guard (NG) Strategic Planning System (NGSPS) in accordance with (IAW) the references.
2. Cancellation. This manual cancels and replaces its previous version, Chief of the National Guard Bureau (CNGB) Manual 5100.01, 10 January 2018, "National Guard Strategic Planning System."
3. Applicability. This manual applies to all elements of the NG. It does not supersede existing Army National Guard (ARNG), Air National Guard (ANG), or National Guard Bureau (NGB) Space Operations Directorate (NGB-SO) processes and products regarding strategic planning.
4. Procedures. In accordance with reference a, the NGSPS is a formal structure enabling the CNGB to fulfill "assess, advise, and guide" responsibilities IAW references b, c, d, and e.
 - a. CNGB Roles. In the assess role, the CNGB conducts assessments of the strategic environment, the NG, and the NGB through the NG Strategic Estimate, the NG Comprehensive Assessment (NGCA) and other processes. In the advise role, the CNGB uses NGSPS components to provide advice to defense and national leadership. In the guide role, the CNGB provides guidance to the ARNG, the ANG, and the States, Territories, and the District of Columbia hereinafter referred to as the "States," through the CNGB Vision Statement, the NG Strategy, the NGB Strategic Plan, and other products in parallel with Military Service guidance. (See Figure 1.)
 - b. NGB Strategic Planning Functions. Through the NGSPS, the NGB operationalizes CNGB's vision for the future, guides the States, implements Secretary of Defense (SecDef) and Chairman of the Joint Chiefs of Staff (CJCS) strategic direction, and contributes to the development of Joint Strategic Planning System (JSPS) products and processes. The NGB also conducts various NGSPS assessments of the strategic environment, ARNG and ANG capabilities and gaps, and NGB progress

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toward strategic objectives. The CNGB uses these assessments and analyses to provide the best military advice to the President of the United States (POTUS), the SecDef, the CJCS, and to advise the Secretary of the Army (SecArmy) and Secretary of the Air Force (SecAF), and Combatant Commanders (CCDRs) on NG-related matters.

c. NGSPS Framework. The NGSPS framework is derived from the JSPS key functions identified in reference f and consists of six primary strategic disciplines and two supporting disciplines. The primary strategic disciplines (Strategic Direction; Strategic and Contingency Planning; Readiness; Capability Development; Joint Force Development; and Force Management and NG Integration) align directly with the six JSPS functional areas. See Enclosure J for the links and dependencies and nominal timelines associated with the NGSPS and JSPS products. The two supporting disciplines (Strategic Communications and Programming and Budget) have no direct JSPS functional counterparts, though some of the individual products and processes within the supporting disciplines are included in JSPS. (See Figure 2).

d. NGSPS Timeline. The NGSPS has a four-year cycle similar to the JSPS, where year one is a fiscal year with a presidential election. When necessary, the cycle will restart after the appointment of a new CNGB if his or her term does not coincide with the presidential election cycle. See Enclosure A for more details on each product's timeline in relation to JSPS components, along with relevant events involving the POTUS, the SecDef, the CJCS, the Services, and Combatant Commands (CCMDs).

e. Additional Information. Additional procedures are in Enclosure A through J.

5. Summary of Changes. Changes include but are not limited to establishing direct relationships between NGB products and processes, JSPS products and processes, and the three horizons of the Continuum of Strategic Direction: Force Employment, Force Development, and Force Design; aligning several existing NGB processes within an overarching strategic planning framework; changing meeting frequency from monthly to quarterly for the NGSPS Steering Group; establishing a monthly action officer-level NGSPS Working Group; assigning additional Office of Coordinating Responsibility (OCR) responsibility to several directorates, and clarifying the roles of published and unpublished staff estimates.

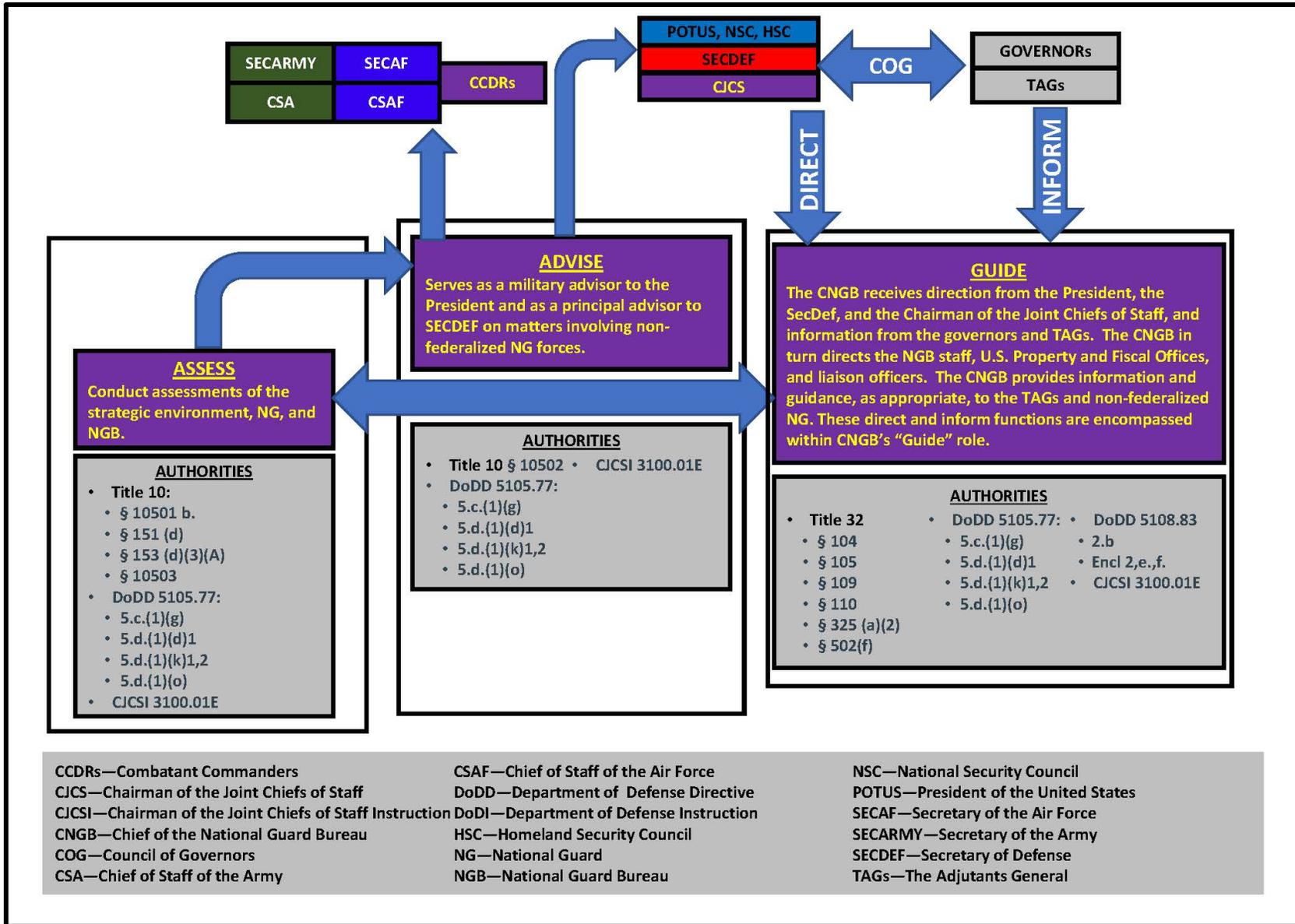


Figure 1. CNGB Roles and Related Authorities

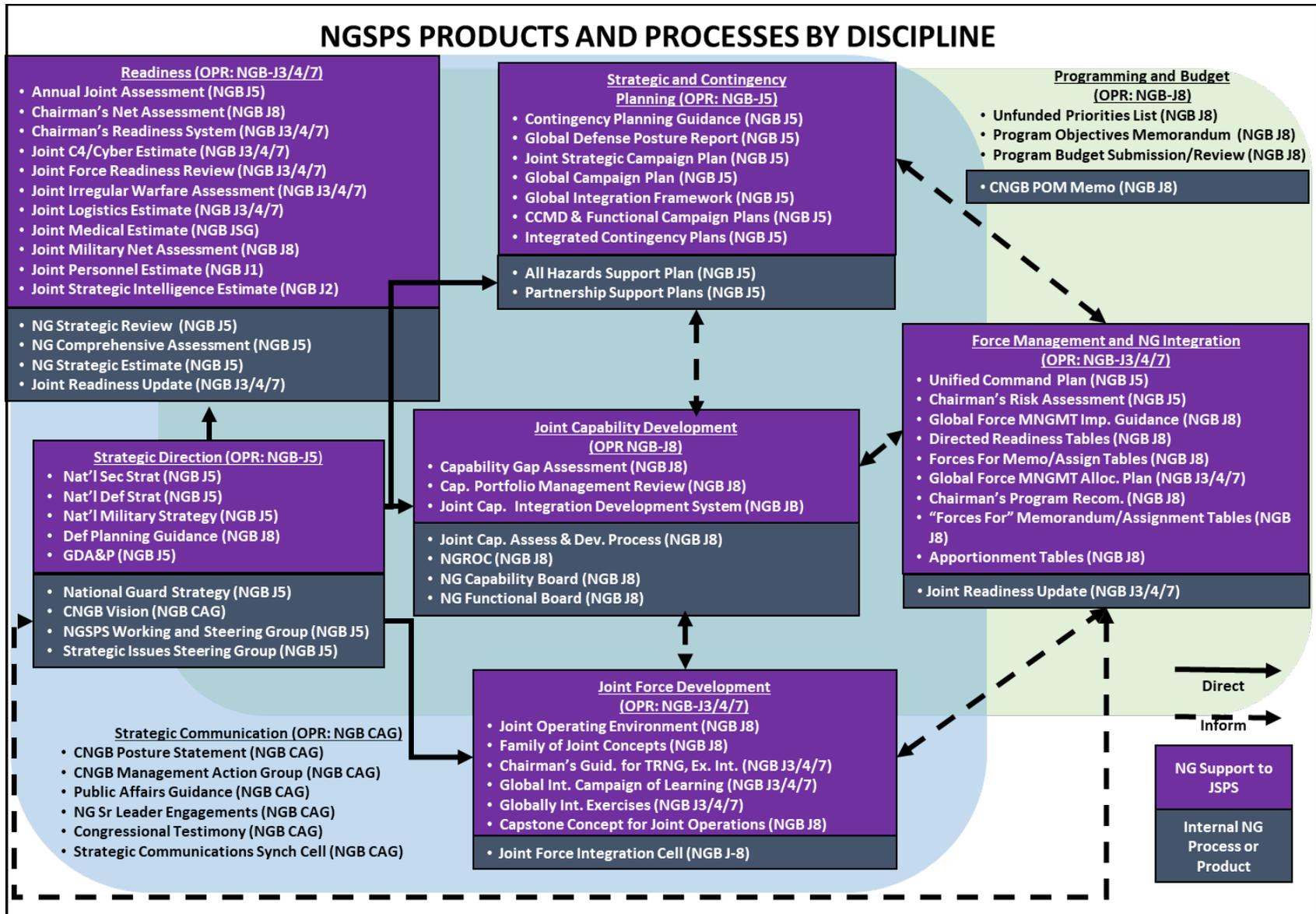
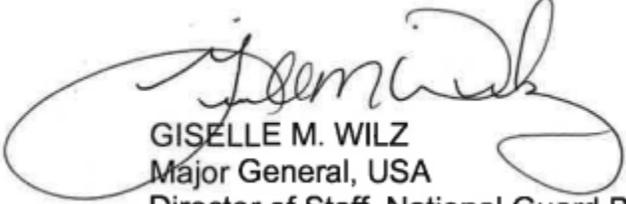


Figure 2. NGSPS Framework

6. Releasability. This manual is approved for public release; distribution is unlimited. It is available at <<https://www.ngbpmc.ng.mil/>>.

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



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Enclosures:

- A -- Introduction
- B -- Strategic Direction
- C -- Strategic and Contingency Planning
- D -- Readiness
- E -- Capability Development
- F -- Joint Force Development
- G -- Force Management and NG Integration
- H -- Programming and Budget
- I -- Strategic Communication
- J -- Links and Dependencies
- K -- Summary Table of NGSPS Elements
- L -- References
- GL -- Glossary

ENCLOSURE A

INTRODUCTION

1. Military Environment. The crises and contingencies that the Joint Force faces today are transregional (cutting across multiple CCMDs), all domain (the physical domains of land, maritime, air, space, and the information environment which includes cyberspace), and multi-functional (command and control, intelligence, fires, movement and maneuver, protection, sustainment, and information). Today's competitors and adversaries synchronize, integrate, and direct lethal operations and non-lethal elements of power with increasing sophistication. Our competitors and adversaries will exploit the seams created by purely regional and functional approaches.

2. Global Military and NG Integration.

a. Global Military Integration. Global military integration is the arrangement of cohesive military actions in time, space, and purpose, executed as a whole to address transregional, all-domain, and multi-functional challenges. Global military integration is a top-down framework and iterative process aligned against three-time horizons: Force Employment, Joint Force Development, and Force Design. The objective of global integration is to integrate operations and resources globally and highlight force planning capabilities and trade-offs to enable senior leader decision-making in support of National Defense Strategy (NDS) objectives.

b. NG Integration. NG integration is designed to ensure the operations and activities of non-Federalized NG forces are synchronized with, and do not adversely impact the employment, or potential employment, of Federalized NG forces as the combat reserve of the Army and Air Force. Through NG integration, the CNGB supports the CJCS's global military integration efforts and assists the SecDef in facilitating and coordinating the use of NG personnel and resources for operations conducted IAW reference c, or in support of State missions.

3. Shared Understanding. Both global integration and integration of the NG require a shared understanding of the operating environment. This includes, but is not limited to, an understanding of the threats, hazards, risks, and trade-offs facing the Joint Force as well as a full appreciation for how NG participation in State-directed operations enhances or detracts from readiness for Federal missions. The strategic assessments in NGSPS provide the analytical foundation for this shared understanding. Readiness (see Enclosure D) and Force Management and NG Integration (see Enclosure G) contain the essential elements of strategic assessments.

4. Risk. The Joint Risk Assessment Methodology in reference g supports the CNGB's assessment of risk. It is the primary NGSPS method for identifying, assessing, and managing military strategic risks to United States interests, and military risks in executing the National Military Strategy (NMS) as aligned with the NDS. The Joint Risk Assessment Methodology centers on the probability and consequence of an event causing harm to something valued, expressed as risk. In this assessment method, risk

is differentiated from the drivers of risk (threats and hazards)—those factors which increase or decrease probability or consequence. This methodology underpins assessments of military risk across four dimensions: operational risk, force management risk, institutional risk, and future challenges risk.

5. Military Advice.

a. IAW reference b and reference d, the CNGB has a responsibility to provide apolitical (nonpartisan), professional military advice on matters involving non-Federalized NG forces in support of homeland defense, homeland security, and civil support missions as well as on a wide range of Joint Force matters and topics. These include, but are not limited to, providing perspectives on Joint Force strategies, plans, programs, policies, global force management, military risk, and capabilities.

b. The CNGB serves as a principal advisor to the SecDef, the SecArmy and the Chief of Staff of the Army, the SecAF and the Chief of Staff of the Air Force IAW section 10502 of reference b.

c. The NGB supports fulfillment of the CNGB's responsibilities through the products and processes in the NGSPS. Enclosure G outlines the elements of NG integration, as each product enables senior leader decision making by integrating operations and resources globally and highlighting force planning capabilities and trade-offs to enable the NDS objectives.

6. The Continuum of Strategic Direction.

a. The challenging global operating environment requires an integrated global perspective. ARNG and ANG forces perform joint operations across all domains and regions, including the homeland, and NGB must identify efficiencies, synergies, and champion integration with allies, partners, and agencies at the national-strategic level. NG integration is a part of global integration. Integration provides an organizing framework for all NGSPS products and processes.

b. Force Employment (0 to 3 years). Force employment involves planning, force management, and decision making. The Joint Force employs a joint combined arms approach (defined as the conduct of operational art through the integration of joint capabilities in all domains) in its plans to apply a global perspective to strategy, campaigning, and operations across all domains in multiple regions. For decision making, the Joint Force leverages intelligence, exercises, and wargames to build mutual trust and habituate effective communication that enables rapid decision making in times of crisis.

c. Force Development (2 to 7 years). Force development serves as a bridge between the present day and the future and provides a mechanism for incorporating emerging innovations that enhance performance across the force and shape the design of tomorrow's Joint Force IAW NDS prioritization.

d. Force Design (5 to 15 years). The Joint Force innovates to retain and expand competitive advantage against any adversary. Bold, new warfighting concepts and leap-ahead technologies which enable rapid improvements over incremental change are tested by experimentation and serve as catalysts for force development to enable the Joint Force to operate differently.

7. NGSPS Overview.

a. The NGSPS is the primary method by which the CNGB fulfills responsibilities, maintains a global perspective, leverages strategic opportunities, translates strategy into outcomes, and provides military advice.

b. The NGSPS is organized around eight “Strategic Disciplines.” Six of the strategic disciplines are directly aligned with the six major JSPS elements: Strategic Direction, Strategic and Contingency Planning, NG Readiness, Capability Development, Joint Force Development, and Force Management and NG Integration. The remaining two disciplines, Strategic Communications and Programming and Budgeting, have no direct JSPS counterparts.

c. Within each of the Strategic Disciplines, there are a series of products and processes that fall into two categories. The first category includes those, which directly inform or contribute to products and processes described in the JSPS. The second are those which are unique to the NGB, have no direct JSPS counterpart, and are intended primarily to inform CNGB decision making on NG-specific issues.

d. Office of Primary Responsibility (OPR) and OCR. The OPR is the office, organization, or directorate that bears responsibility for completing an action, process, or product within the specified commodity area and coordinates with OCRs to ensure completeness and accuracy of each item within NGSPS. The OCR serves as a subject matter expert and provides the OPR with timely and accurate data and information to complete processes and products within the NGSPS.

8. Planning and Development in Parallel and in Series. The NGSPS requires the NGB Joint Staff (NGBJS), ARNG, and ANG to plan and develop key products both in parallel and in series (sequence). Although the relationships between documents are frequently described in this manual as a particular document informing another, in practice those documents are often developed by staff elements coordinating in parallel. Similarly, the development of products at the end of processes and procedures should be informed by drafts of forthcoming guidance documents. This dynamic relationship makes close collaboration and situational awareness across the various NGB directorates essential.

9. NGSPS Management. The Director of NGB Strategy, Policy, Plans, and International Affairs Directorate (NGB-J5) has overall responsibility to maintain, and recommend changes to, the NGSPS, as well as overall responsibility for the planning and execution of forums below that support coordination of NGSPS activities and products within the NGB and with other relevant U.S. Government departments and agencies.

a. NGSPS Working Group. The NGSPS Working Group is an action officer level forum to facilitate integration and collaboration of the Joint Staff and the Services. The purpose is to ensure synchronization, evaluation, and improvement of products and processes and provide recommendations to the quarterly O-6 level NGSPS Steering Group.

b. NGSPS Steering Group. The NGSPS Steering Group provides cross-functional advice on the NGSPS to the NGB-J5 and recommends development and execution of NGSPS products and processes. The NGSPS Steering Group will be composed of O6-level representatives from NGB offices and directorates and meet no less than quarterly. Members serve as a link between their directorate and the NGSPS. The NGSPS Steering Group:

(1) Guides the development of NGSPS products and processes; provides observations, analyses, and recommendations for improvements; and ensures it supports the JSPS.

(2) Facilitates NGB incorporation of the elements of the Federal Performance Framework, which tasks Federal departments and agencies to develop agency strategic plans.

(3) Synchronizes and informs NGB staff efforts on NGSPS, ensuring situational awareness and opportunities for inputs to products and processes.

(4) Assists and provides input in the strategic assessment processes.

(5) Contributes to the development of directorate-level expertise and coordination on all NGSPS topics.

(6) Fully develops competing courses of action for NGB-J5 decision when a group consensus cannot be reached.

c. Joint Integration Working Group. The Joint Integration Working Group is a forum to facilitate integration and collaboration of the Joint Staff and the Services. The purpose is to ensure synchronization of capability requirements portfolios; identify potential trade-offs between capability areas; evaluate the effectiveness of, and potential improvement to, the core functions and provides recommendations to the general officer level integration Steering Committee.

d. Strategic Issues Working Group. This working group is the NGB's principal body to develop strategic inputs into relevant questions and forums. It is composed of Action Officers from across all directorates. During the fielding of the Annual Joint Assessment (AJA), the Strategic Issues Working Group drafts the action officer responses to the AJA and serves as the primary integrator for responses to each directorate.

e. Joint Readiness Working Group. The group assists the NGB Operations Directorate (NGB-J3/4/7) in providing joint readiness analysis and Defense Readiness Reporting System (DRRS) training for the NGBJS. It develops NG readiness reporting

guidance to comply with CJCS requirements to report NG readiness in DRRS and facilitate participation in the Joint Training System. The Joint Readiness Working Group consists of action officers, who are subject matter experts, from the ANG, ARNG, NG Joint Force Headquarters-State (NG JFHQs-State), and NGBJS to collaborate and propose solutions related to strategic and operational readiness in the NG. Action officers will provide guidance and recommendations for the implementation of DRRS and matters related to joint readiness. The group will review these readiness tactics, techniques, and procedures, and make recommendations based on meeting discussions and committee findings.

f. Joint Readiness Update. This update allows senior leaders to provide clear strategic guidance and frequent interaction among participants. During Joint Readiness Update meetings, participants provide and discuss focus topics (for example, strategic risk assessment updates and mitigation strategies, operational demand, and plan sourcing concerns) to assist senior leaders in making informed decisions. This interaction promotes an early, shared understanding of strategic readiness across the Total Force, resourcing, policy, employment decisions, and other key guidance factors. The Director of NGB-J3/4/7 is the NGB proponent for the Joint Readiness Update.

g. Chief's Management Action Group. This group is the NGB's principal senior governance body for management actions affecting the NG Enterprise (NGE), IAW the authority vested in the CNGB under reference b, reference d and reference h. The Chief's Management Action Group provides decision authority and oversight of CNGB's strategic priorities. It is an avenue for NGB senior leaders, The Adjutants General (TAGs), and the Commanding General of the District of Columbia, as needed, to receive consolidated information to understand, address, and provide guidance on key matters affecting the NGE.

h. Strategic Communications Synchronization Cell. The mission of the Strategic Communications Synchronization Cell is to coordinate, synchronize, and deliver strategic narratives, themes, messages, and actions across the NG. The Strategic Communications Synchronization Cell supports the CNGB's strategic and legislative objectives.

i. NG Requirements Oversight Council (NGROC). The NGROC is the NGB forum for identifying capability solutions, which close or mitigate shortfalls within the NG. NGROC coordinates with the ARNG, ANG, and NGB-SO for capability requirements procured by their Services and other capabilities as needed and is informed by the NG Capability Board and NG Functional Board. See reference i.

(1) NG Capability Board. The NG Capability Board is one level below the NGROC and serves to advise the NGROC and review issues identified as NGROC interests. This Board reaches across functional capability requirements to prepare topics for NGROC review. The NG Capability Board is composed of a two-star chair with one-star representatives from ARNG, ANG, NGBJS, NGB-SO, and the States.

(2) NG Functional Board. This Board reviews NG capability requirements and advises the NG Capability Board and the NGROC. The NG Functional Board also performs tasks as assigned from the senior-level boards. The NG Functional Board is composed of a one-star chair with O-6 or GS-15 representatives from, ARNG, ANG, NGBJS, NGB-SO, and the States.

j. NGB Chief Information Officer Executive Council (CEC). The CEC provides situational awareness and advice to the CNGB on all matters pertaining to IT requirements and investments across the NG. The CEC also provides visibility of IT requirements and issuing IT procurement guidance to the NGBJS, ARNG, ANG, NGB-SO, and NG JFHQs-State. The CEC consists of four co-chairs, a proponent office, core members, advisory members, and working groups (as appropriate). Co-chairs are responsible for submitting CEC recommendations to the CNGB.

(1) The mission of the CEC is to provide situational awareness and advice to the CNGB on all matters pertaining to IT requirements and investments across the NG.

(2) The Co-Chair members include C4 Systems and Chief Information Officer Directorate (NGB-J6), NGB-J3/4/7, NGB-DS, and NGB Acquisitions. The core members include NG JFHQs-State Representative, The Information Management Advisory Council (IMAC), ARNG G6, ANG A2/6, NGB-SO, NGB Manpower and Personnel Directorate (NGB-J1), NGB Joint Intelligence Directorate (NGB-J2), NGB-J5, and Programs and Requirements Directorate (NGB-J8).

(3) The CEC provides counsel to other Forums and initiatives on Information Technology-related matters. The NGB Chief Information Officer is the proponent for this Council.

ENCLOSURE B

STRATEGIC DIRECTION, PRODUCTS AND PROCESSES

1. Function Overview.

a. The Strategic Direction NGSPS discipline is derived from the CNGB's responsibilities to advise, guide, and direct as set forth in Section 10503 of reference b, and paragraph 5.c. of reference d. The products and processes within the Strategic Direction discipline are designed to simultaneously operationalize Joint Force strategies, enable CNGB to provide timely and sound advice, and accomplish NG wide strategic objectives. (See Figure 3.)

b. Through the Strategic Direction discipline, CNGB provides best military advice and recommendations to the SecDef and CJCS regarding direction to the Department of Defense (DoD), the employment of Joint Forces, the prioritization of planning, and resource allocation. The Strategic Direction discipline also includes products that enable CNGB to communicate his strategic vision and guidance to the NGB, the ARNG and ANG, and the State and Territorial NGs.

2. Office of the Secretary of Defense (OSD) Strategic Direction. Through the Strategic Direction discipline of NGSPS, the CNGB advises the SecDef on the following products and processes:

a. NDS. The NDS describes the SecDef's vision for the DoD, establishes priorities and articulates how the DoD contributes to vital national interests directed in the National Security Strategy (NSS). The strategy is produced every four years at a minimum. The CNGB normally contributes to NDS development by assigning a NG representative to the OSD writing team, by reviewing drafts of the document, and by participating in DoD senior level discussions. Once published, CNGB contributes to NDS assessments in his capacity as a member of the Joint Chiefs of Staff. The Director of NGB-J5 is the NGB proponent for the NDS.

b. Defense Planning Guidance (DPG). The DPG establishes the SecDef's force planning and development, analytic, and investment priorities for the future Joint Force. The DPG is produced annually and informs the Service and other component Program Objective Memorandums. The Director of the ARNG (DARNG), Director of the ANG (DANG), and Director of NGB-SO each provide input on Service-specific issues regarding the DPG through their parent services. The CNGB normally contributes to DPG development by reviewing drafts and recommending changes as appropriate. The Director of NGB-J8 is the NGB proponent for the DPG.

c. Guidance for the Development of Alliances and Partnerships (GDAP). The GDAP sets forth foundational direction and priorities for a coordinated strategic approach to align and focus the planning, resourcing, activities and assessments regarding all alliances and partnerships. It is reviewed every two years. The CNGB

advises the SecDef on GDAP development by reviewing and commenting on draft products. The Director of NGB-J5 is the NGB proponent for the GDAP.

d. DoD Issuances. DoD Directives are broad policy documents containing what is required by legislation, the POTUS, or the SecDef to initiate, govern, or regulate actions or conduct by the DoD Components within their specific areas of responsibilities. DoD Directives establish or describe policy, programs, and organizations; define missions; provide authority; and assign responsibilities. DoD Instructions implement policy by assigning responsibilities and prescribing how policies, programs and activities are carried out. Directive-Type Memorandums are issued by the SecDef, Deputy Secretary of Defense, or OSD Principal Staff Assistants when, because of time constraints, publication through the normal DoD Directives System is insufficient. The CNGB advises the SecDef on DoD issuances by reviewing and commenting on draft products. The Director of Management and Administration is proponent for DoD Issuances. The subject of a document will determine the NGB OPR.

3. CJCS Strategic Direction. Through the Strategic Direction discipline of NGSPS, the CNGB advises the CJCS on the following products and processes:

a. NMS. The NMS is the Chairman's central strategy document. It translates policy guidance into Joint Force action and assists the SecDef in providing for the strategic direction of the armed forces by providing an implementation framework for plans, force management, posture, joint force development, and force design. The NMS provides the strategic framework for the prioritization of planning and resource allocation and the distribution of risk. This classified military strategy serves as the starting point for all other JSPS activities and is one instance of the CJCS's formal military advice to the SecDef and the POTUS. Each even-numbered year, the CJCS determines whether to prepare a new NMS or update the existing strategy. The CNGB advises the CJCS on the NMS by assigning NGB representatives to NMS working groups, reviewing and commenting on NMS coordinating and final drafts, and supporting periodic assessments conducted by the Joint Chiefs of Staff. The Director of NGB-J5 has primary responsibility for coordinating NGB contributions to NMS development, assessments, and updates.

b. CJCS Directives. CJCS Directives include instructions, manuals, guides, general directives, military committee memorandum (memorandum issued in the name of the Chairman), and notices. CJCS directives establish policy and implement procedures to fulfill responsibilities assigned in U.S. law and Executive Branch policy or other mission requirements as directed by the CJCS. The CNGB advises the CJCS on CJCS directives by reviewing and commenting on draft products. The Director of Management and Administration is the NGB proponent for CJCS Directives. The NGB OPR for a particular directive is based on the subject of the document.

4. CNGB Guidance and Direction. The CNGB guides the State NGs through the following products and processes:

a. CNGB Vision. The Vision communicates the CNGB's long-term vision for the NG and establishes or reinforces the NG's strategic end states, missions, priorities, and objectives in keeping with the NDS and NMS. The CNGB normally publishes a Vision Statement within the first few months of appointment but may choose to publish an additional statement when significant changes in the strategic environment or updates to strategic direction documents such as the NSS, NDS, or NMS necessitate a change. The Director of NGB Chief's Action Group (NGB-CAG) in the Office of the CNGB is the proponent for the CNGB's Vision Statement.

b. National Guard Strategy (NGS). The NGS is the primary means for integrating and synchronizing the CNGB's Vision with the NDS and NMS. The NGS defines the future (more than 10 years) of the NG, how the NG and NGB will achieve the desired ends, the resources required, and the cost and risks associated with the chosen strategic approach. The discussion of resources is intentionally general and at a high level. The NGS establishes a common strategic approach and unity of effort across the NG enterprise on issues that transcend Service roles and responsibilities. The NGS is updated for a new CNGB, assessed annually, and revised, as needed based on changes in the strategic environment, guiding (transition) documents (see Figure 2), and changes to CNGB guidance. The NGS is the NGSPS capstone document and informs all components of the NGB's work to drive or submit inputs to JSPS. The Director of NGB-J5 is the proponent for the NGS.

c. CNGB Issuances. The CNGB directs the NGB primarily through CNGB Issuances which consist of CNGB Instructions, CNGB Manuals, CNGB Directive-Type Memorandums, and CNGB Cancellation Notices. CNGB Issuances establish policy and implement procedures to fulfill responsibilities assigned in U.S. law and Executive Branch policy or other mission requirements as directed by the CNGB.

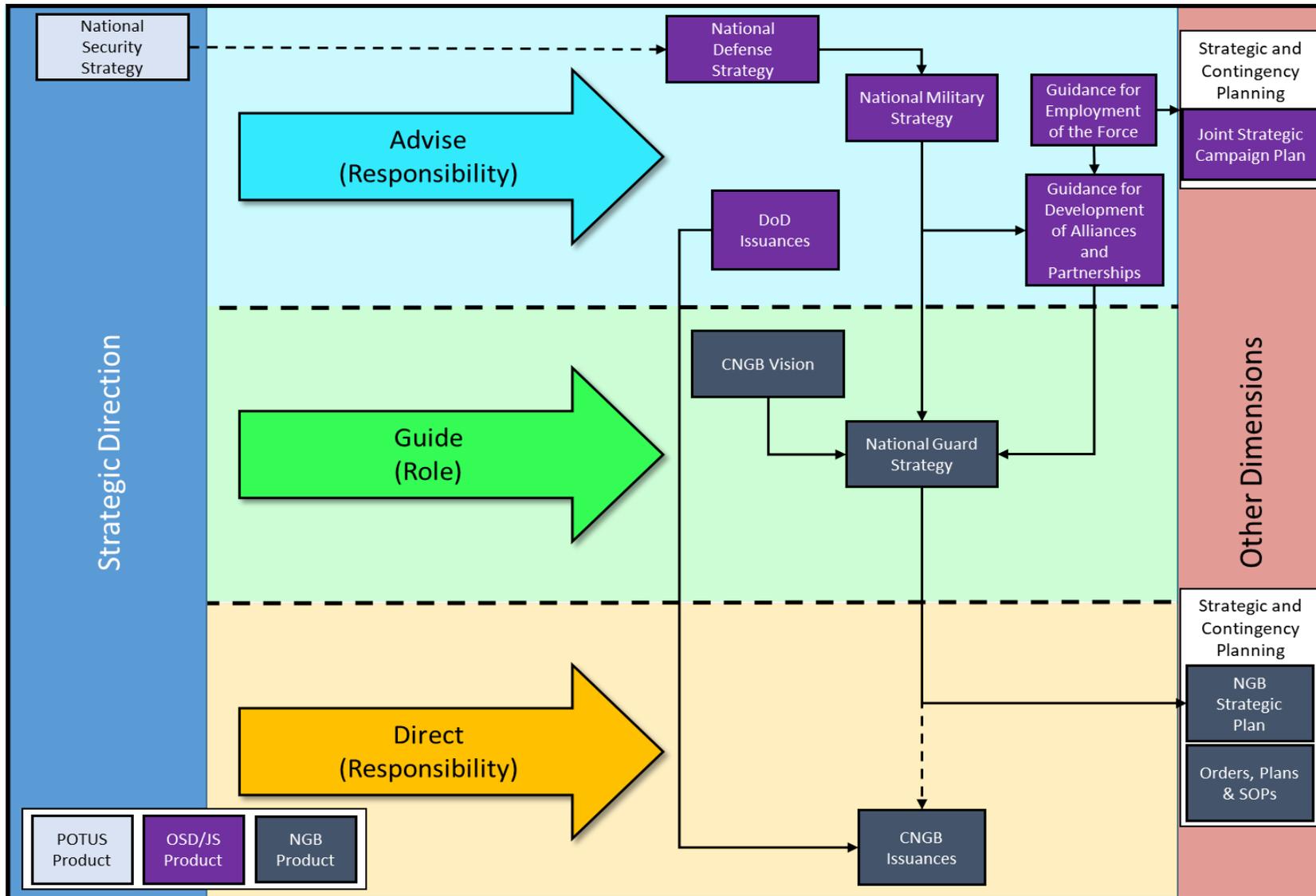


Figure 3. Strategic Direction Products

ENCLOSURE C

STRATEGIC AND CONTINGENCY PLANNING

1. Function Overview. The products and processes within the Strategic and Contingency Planning discipline are derived from the CNGB's responsibilities and NGB functions as set forth in paragraphs 5.c and 5.d. of reference d.

a. Through the Strategic and Contingency Planning discipline, CNGB provides advice and recommendations to CJCS and the Combatant Commanders regarding the development of the strategic frameworks and plans that guide the use and employment of NG forces. This includes assisting in the preparation and review of campaign and contingency plans and participating in planning and resource allocation processes. NGB specifically supports the US Northern Command and US Indo-Pacific Command's development of plans for homeland defense and defense support of civil authorities by providing visibility of NG forces IAW the established policies of paragraph 5.d.(1)(n) in reference d.

b. The Strategic and Contingency Planning discipline also includes the products and process in which the CNGB fulfills roles and responsibilities to guide, advise, and direct to achieve NG specific strategic objectives. (See Figure 4.)

c. Within the NGB joint strategic planning processes identify the military ways and means (with associated risk) the NG Joint Forces can integrate with other instruments of national power (diplomatic, informational, and economic) to implement strategic guidance. The contingencies the Joint Force face cut across multiple Combatant Commands, domains, and functions. Global integration addresses transregional, all-domain, and multifunctional challenges.

2. Contingency Planning Guidance (CPG). Through the Strategic and Contingency Planning discipline of NGSPS, the CNGB advises the SecDef on the CPG. The CPG outlines the President's guidance to focus contingency planning efforts across the DoD. NGB implements and uses the guidance to focus planning efforts. As part of the Joint Planning and Execution Community, NGB prepares support plans as required, identifies potential conflicts between defense support of civil authorities/homeland defense and Title 10 mobilization and deployment requirements, and identifies NG forces available for defense support of civil authorities/homeland defense missions under State active duty or Title 32. The Director of NGB-J5 is the NGB proponent for the CPG.

3. Joint Strategic Campaign Plan (JSCP). The JSCP is a five-year global strategic campaign plan (reviewed every two years) that operationalizes the NMS. It is the CJCS's primary document to guide and direct the preparation and integration of Joint Force campaign, contingency, and support plans. The JSCP establishes a common set of processes, products, priorities, roles, and responsibilities to support the integration of the Joint Force's global operations, activities, and investments from day-to-day campaigning to contingencies. The Director of NGB-J5 is the NGB proponent for the JSCP. The JSCP directs three types of campaign plans: Global Campaign Plans

(GCP), Functional Campaign Plans, and Combatant Command Campaign Plans. The JSCP also directs contingency planning consistent with the CPG. It expands on the CPG with specific objectives, tasks, and linkages between campaign and contingency plans. Finally, the JSCP directs the development of Integrated Contingency Plans (ICP) and Global Integration Frameworks (GIFs), formerly known as Globally Integrated Base Plans.

a. GCP. Key to the JSPS, these plans are prepared by the Joint Staff for the SecDef approval. They include global military integration into the Joint Force's systems, tools, and processes to enable cohesive Joint Force action in time, space, and purpose. The SecDef reviews plans annually and addresses the most pressing challenges across all domains while focusing on unity of effort for day-to-day activities within the CCMDs, Services, NGB, and Joint Staff. The NGB-J5 assists the Joint Staff by reviewing, commenting, and coordinating drafts of GCPs.

b. Functional Campaign Plans. Functional Campaign Plans are assigned to CCMDs for development. These plans are written for global challenges that deal primarily with one function, activity, service, or requirement. Functional Campaign Plans are assigned to a Coordinating Authority and employ collaborators to address cross-CCMD elements of the challenge or solution. The NGB-J5 assists the CCMDs in collaboratively developing Functional Campaign Plans by reviewing, commenting on, and coordinating drafts.

c. Command Campaign Plans (CCP). CCPs are primary plans through which the CCMDs execute daily campaigning. The CNGB advises Combatant Commanders by reviewing CCPs that rely on NG-provided forces for successful execution. The Director of NGB-J5 is the NGB proponent for CCPs.

d. ICP. ICPs are the primary contingency plans associated with a global problem set and are informed by the complementary contingency plans that are executed in a synchronized manner in response to a priority challenge. Unlike GIFs, ICPs are contingency plans that are produced by designated Coordinating Authorities and intended to achieve unity of effort across different organizations and complementary plans within a single problem set. To achieve this purpose, ICPs include integrated Time-Phased Force and Deployment Data based on the force requirements from complementary plans. The CNGB advises Combatant Commanders by reviewing ICPs that rely on NG-provided forces for successful execution. The Director of NGB-J5 is the NGB proponent for ICPs.

e. GIF. GIFs are produced by the Joint Staff for the SecDef and are integral parts of the JSPS. These are not contingency plans but serve as strategic frameworks for the SecDef's decision making to integrate Joint Force activities during crisis or conflict. They also provide strategic frameworks to enable a coordinated Joint Force response to crisis or conflict associated with a priority challenge. The Chairman recommends which challenges require GIFs based on the SecDef's priorities in the NDS. GIFs are strategic frameworks that enable the CJCS's advice and the SecDef's decisions on strategic risks and trade-offs across and within campaigns and contingencies during

crisis or conflict with a priority challenge. The Director of NGB-J5 is the NGB proponent for GIFs.

f. CCMD Contingency Plans. CCMD Contingency plans are developed by Combatant Commanders and Joint Force Commanders in anticipation of a potential crisis outside of crisis conditions. These plans are either directed by the classified JSCP or the Guidance for Employment of the Force or may address scenarios internal to the CCDR's theater. The CNGB advises Combatant Commanders by reviewing contingency plans that rely on NG provided forces for successful execution. The Director of NGB-J5 is the NGB proponent for Combatant Command Contingency Plans.

4. NGB Strategic and Contingency Planning. The CNGB directs the following NGB Strategic and Contingency Planning products and processes.

a. NGBSP. The NGBSP is a plan to achieve the goals for organizational change over the next 10 years. The purpose of this document is to provide a point of aim for the organization and outlines the desired strategic "Ends" of the organization in support of the Mission and general "Ways" to pursue them. The strategic plan's primary inputs are: NSS, NDS, NMS, and the CNGB's Vision and Strategy.

b. All Hazards Support Plan. Addresses the NGB support to Federal agencies, States, Territories, and the District of Columbia during a natural or man-made disaster. It consists of a Level III concept plan describing the NG response supporting Federal and State agencies. The NGB-J5 is responsible for the All Hazards Support Plan and updates the plan every two years. The All Hazards Support Plan and its associated annexes and branch plans will be briefed to and coordinated on, as appropriate, by Federal and State partners to ensure unity of effort.

c. CNGB Scorecard. The CNGB utilizes a scorecard to assess progress toward strategic ends and NGB Strategic Plan objectives. The Scorecard allows the NGB to pool information and data into a single report rather than multiple tools. The metrics within the Scorecard enable NGB senior leaders to determine if adjustments to the strategy are necessary to compensate for changing conditions, unanticipated events, or assumptions that prove to be incorrect. (See Figure 5.)

d. Partnership Support Plans. States develop Partnership Support Plans for their State Partnership Program partner countries, incorporating the appropriate Country-specific Security Cooperation Sections to support CCMD, Department of State regional or functional bureaus, Department of State Chief of Mission, and NG objectives. Country-specific Security Cooperation Sections are subcomponents of a campaign plan written for each country where the CCMD intends to apply significant time, money, and effort to achieve CCMD-generated intermediate military objectives. The NGB processes follow CCMD, country, and regional planning timelines and formats including the OSD GDAP priorities and sync across stakeholders if any activities meet OSD GDAP priorities and sync across stakeholders if any activities meet OSD Significant Security Cooperation Initiatives. NGB synchronizes all partnership activities through the Future Years Defense Program to support geographic Combatant Commands Theater

Campaign Plans. The NGB-J5 reviews, adjudicates, and updates plans as required and is responsible for the Partnership Support Plans.

e. Significant Security Cooperation Initiatives. NGB synchronizes all partnership activities through the Future Years Defense Program to support geographic Combatant Commands Theater Campaign Plans. The NGB-J5 reviews, adjudicates, and updates plans as required and is responsible for the Partnership Support Plans.

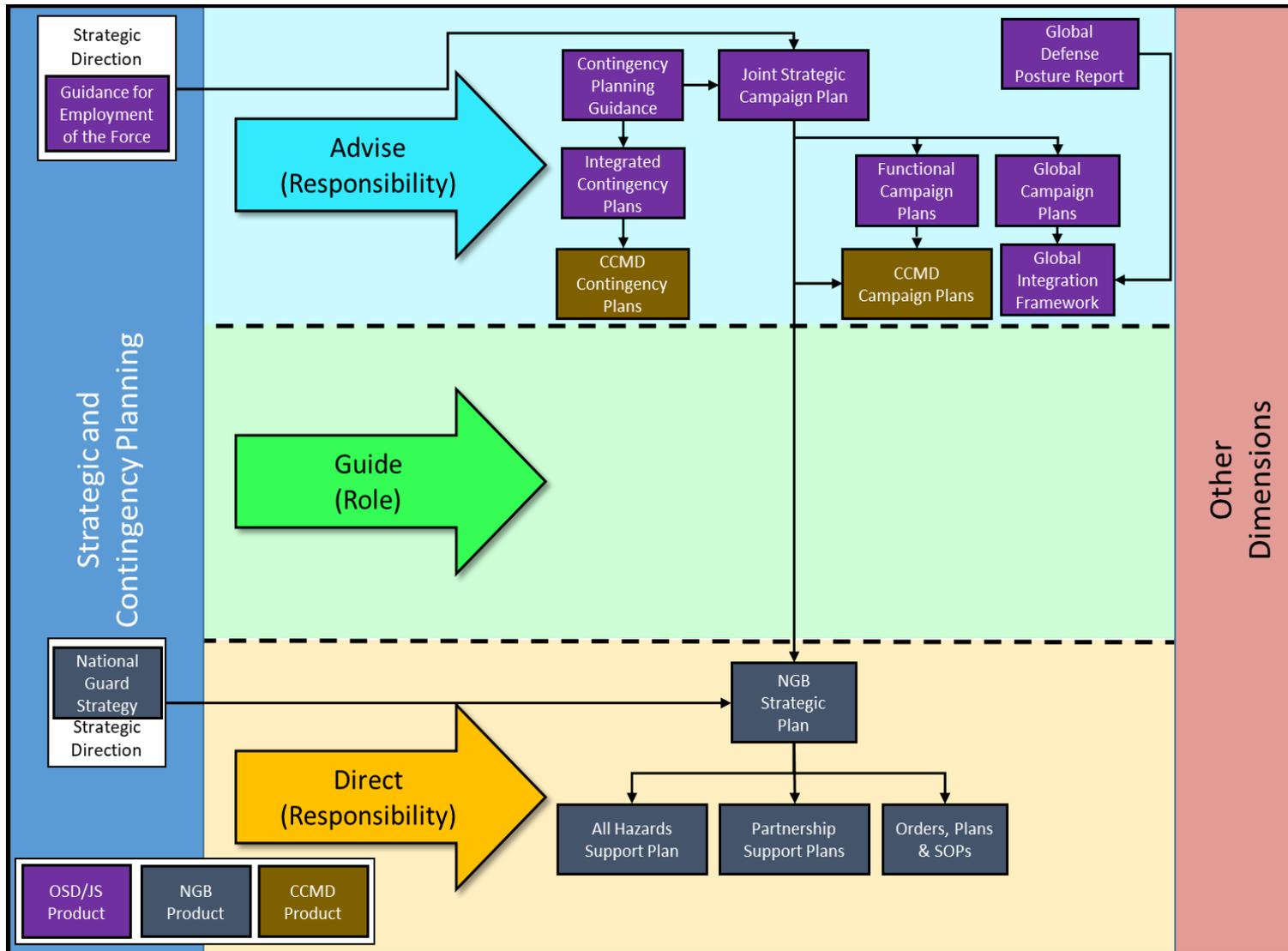


Figure 4. Strategic and Contingency Planning Products and Processes

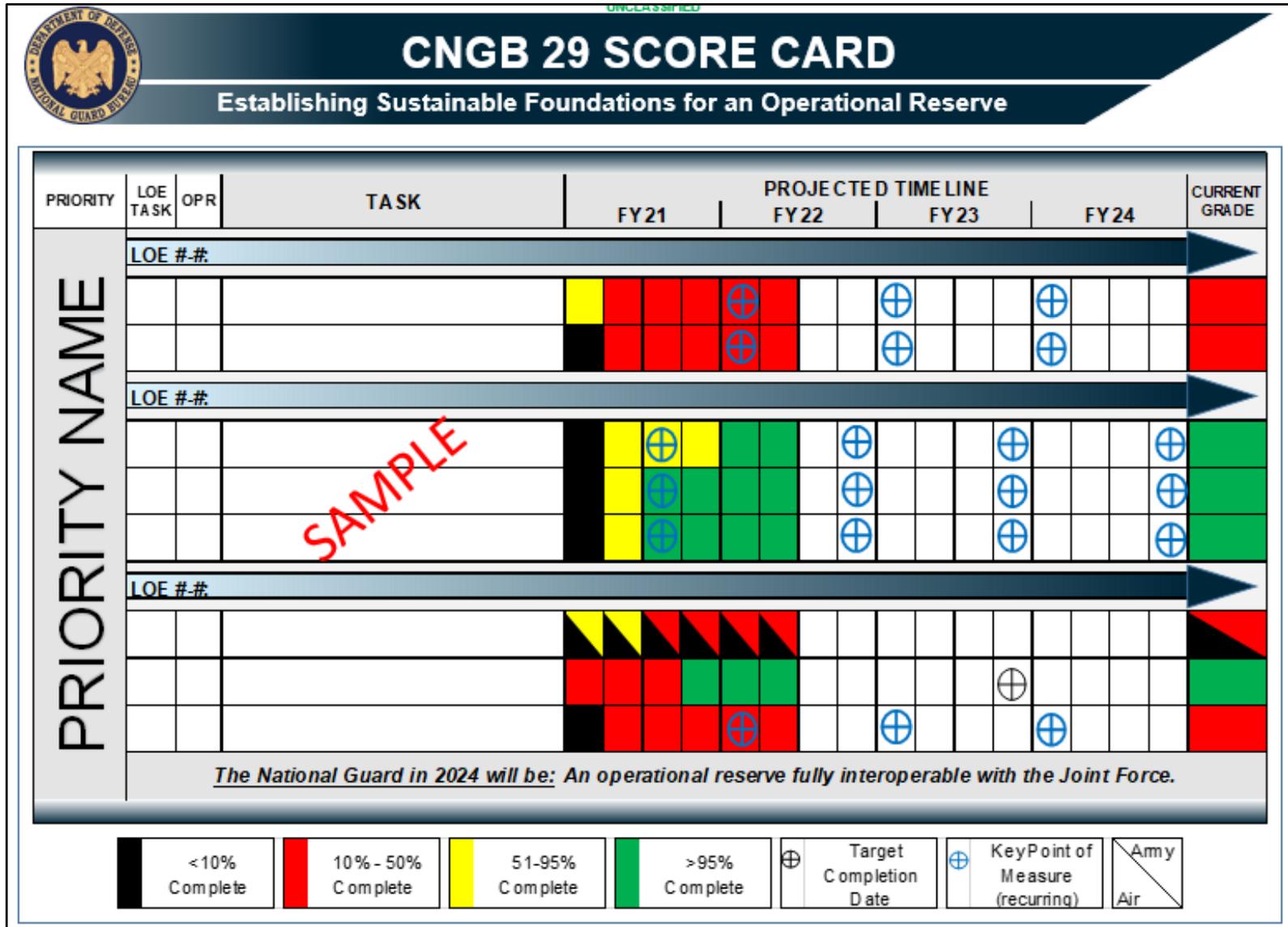


Figure 5. Sample CNGB Scorecard

ENCLOSURE D

READINESS

1. Function Overview.

a. Readiness is the ability of the Joint Force to meet immediate contingency and warfighting challenges while preparing for future challenges.

(1) Strategic readiness is the ability of the joint force to perform missions and provide capabilities to achieve strategic objectives as identified in strategic-level documents (for example, NSS, NDS, and NMS).

(2) Operational readiness is the ability of the Joint force to perform missions identified in the Unified Command Plan (UCP), Guidance for Employment of the Force, JSCP, CCPs, and named operations.

b. In matters of readiness, Section 10503 of reference b directs the NGB to:

(1) Prescribe the training discipline and training requirements for the ARNG and the ANG and allocate Federal funds for such training.

(2) Ensure that units and members of the ARNG and the ANG are trained by the States IAW approved programs and policies of, and guidance from, the CNGB, the SecArmy, and the SecAF.

(3) Monitor and assist the States in the organization, maintenance, and operation of NG units to provide well-trained and well-equipped units capable of augmenting the active forces in time of war or national emergency.

c. The CNGB assesses readiness by taking a broad view, incorporating Joint Force Development, Force Design, and Force Employment. The shared understanding of readiness informs decision making within the Strategic Direction, Strategic and Contingency Planning, Capability Development, and Force Management and NG Integration Strategic Disciplines.

2. Joint Readiness Products.

a. Joint Force Readiness Review (JFRR). The JFRR is the principal strategic readiness assessment of the Chairman's Readiness System and directly informs the DoD's Semi-annual Readiness Report to Congress. The JFRR assesses the capabilities of the forces at all levels and the wartime missions based on the posture and readiness data from the DRRS. The CNGB provides timely and accurate ARNG and ANG reports in DRRS and reviews and comments on JFRR drafts. The Director of NGB-J3/4/7 is the NGB proponent for the JFRR. However, the Directors of the ARNG, ANG, and NGB-SO provide JFRR input directly to the Departments of the Army, Air Force, and Space Force IAW paragraphs 3.c.3 and 3.c.4 of reference d.

b. AJA.

(1) The AJA Survey is the Joint Staff's central data collection and analytical mechanism for garnering four-star level input through CCMD, Service, and NGB perspectives on the strategic environment, threats, challenges, opportunities, and risks. The survey is issued to the CCMDs, Services, and NGB. NGB's AJA survey responses directly inform the Joint Military Net Assessment (JMNA), the Chairman's Risk Assessment (CRA), GCP assessments, and other Joint Staff estimates and assessments. Through the NGB AJA Working Group, the CNGB contributes to the AJA by providing NG perspectives on the strategic environment, the capability and capacity of NG forces, and risk to accomplishment of NMS. The Director of NGB-J5 is responsible for developing CNGB's input to the AJA.

(2) As part of the AJA survey, the NGB submits its priorities and requirements to the Joint Staff in the form of Integrated Priority Lists. Integrated Priority Lists that relate to capability development are actioned through the Joint Staff's Capability Gap Assessment (CGA) process described in Enclosure E. Integrated Priority Lists that are unrelated to capability development are assigned to the appropriate Joint Staff directorates for further review and action.

c. JMNA. The JMNA is an integrated assessment of the Joint Force's ability to execute the NMS, both today and through the Future Years Defense Program. It provides an overarching view of comprehensive joint readiness, incorporating capacity, capability, and readiness against strategically informed areas of competition to each of the priority challenges. The JMNA directly informs annual Chairman's Program Recommendation (CPR) development. The CPR is the Chairman's direct input to the DPG and thus represents advice to the SecDef on programming priorities. The CNGB contributes to the JMNA by reviewing and commenting on Joint Staff drafts. The Director of NGB-J8 is the NGB proponent for the JMNA.

d. Joint Personnel Estimate. The Joint Personnel Estimate is an independent assessment of the Joint Force's ability to support the NMS in a transregional, all-domain, and multi-functional environment from a joint personnel readiness perspective prepared by the Joint Staff Director for Manpower and Personnel. The Joint Personnel Estimate assists the Chairman in forming military advice, drawing data and analysis from the AJA Survey, DRRS, and other inputs that may directly impact civilian and uniformed Joint Force accessions, readiness, operations, and retention. The NGB contributes to the Joint Personnel Estimate by reviewing and commenting on Joint Staff drafts. The Director of Manpower and Personnel Directorate is the NGB proponent for the Joint Personnel Estimate.

e. Joint Strategic Intelligence Estimate. Intelligence Estimates are prepared by the Joint Staff Director for Intelligence, J-2. Running intelligence estimates are provided to the CNGB, the Vice Chief of the National Guard Bureau (VCNGB), and NGBJS routinely through daily operations and intelligence briefings, the Monthly Global Intelligence Update, and through NGB-J2 participation and input to governance forum meetings including the NGROC, NG Capability Board, NG Functional Board (NGFB),

and Operational Deputies' Meetings. Current and time sensitive information concerning adversarial capabilities, intentions, and actions are further provided within these forums to increase awareness and inform operational and policy planning guidance. Running intelligence estimates are used to further satisfy intelligence support to the AJA. Using the current intelligence estimate the NGB Joint Intelligence Directorate drafts and prepares the NGB appendix in the estimate. The Director of NGB Joint Intelligence is the NGB proponent for the Joint Strategic Intelligence Estimate.

f. Joint Logistics Estimate (JLE). The JLE is prepared by the NGB Deputy Director for Logistics within NGB-J3/4/7 and provides a globally integrated independent assessment of how well the Joint Force can project, support, and sustain itself through the Future Years Defense Program and beyond, to enable the full range and number of missions called for in the NMS and JSCP. It describes sources of risk within logistics and cross cutting sources of risk across all Joint Capability Areas. The JLE draws data and analysis from the AJA Survey, DRRS, Integrated Priority Lists, and CCMD logistics supportability analyses. The NGB provides indirect input to the JLE by contributing to the development of the products that feed it, as well as by reviewing and commenting on JLE drafts. NGB-J3/4/7 is the NGB proponent for the JLE.

g. Joint Cyber Estimate. The Joint Cyber Estimate provides a globally integrated independent assessment of how well the Joint Force can command, control, and communicate across the full spectrum of the joint information environment in support of the NMS and the JSCP. It identifies C4 and Cyber-related risk across all Joint Capability Areas utilizing DRRS, AJA Surveys, and Integrated Priority Lists to accurately inform the CJCS and the joint C4 requirements validation and capability development processes to ensure joint interoperability. The NGB provides indirect input to the Joint Cyber Estimate by contributing to the development of the products that inform it, as well as by reviewing and commenting on drafts. The Director of NGB-J3/4/7 is the NGB proponent for the Joint Cyber Estimate.

h. Joint Irregular Warfare Assessment (JIWA). The Joint Staff Director for Joint Force Development, J-7, prepares the JIWA. The JIWA is conducted annually to assess the ability (capability, capacity, posture, readiness, authorities, etcetera) of the Joint Force to conduct and support irregular warfare operations and activities necessary to implement CCMD campaign and contingency plans. It assesses CCMD reporting of readiness to conduct CPG and JSCP-directed adversarial competition and irregular warfare missions, and irregular warfare-related research and development and innovation efforts across the Department's innovation, research, and development centers, as well as other irregular warfare--related matters as directed by the CJCS. The JIWA provides recommendations to mitigate shortfalls and exploit opportunities identified during the assessment. The NGB reviews and provides coordinating inputs for annual drafts. The Director of NGB-J3/4/7 is the NGB proponent for the JIWA.

i. Joint Medical Estimate. The Joint Staff Surgeon prepares the annual Joint Medical Estimate to provide an independent assessment of the operational medical capabilities and provides potential shortfalls and barriers to health services for members

during the full range of operations. The NGB Joint Surgeon General reviews and provides inputs as required.

j. Chairman's Net Assessments. As directed by the CJCS, the Joint Staff Director for Force Structure, Resources, and Assessments, Joint Chiefs of Staff J-8, collaborates with relevant CCMDs, including NGB, to produce net assessments that focus on a single adversary. These net assessments directly inform the JMNA. The Director of NGB-J8 is responsible for NGB input into the Chairman's Net Assessments.

k. CCDRs Plans. The CNGB advises the CCDRs, IAW paragraph 5.c.(1)(g) of reference d, as they produce plans in which the NG readiness elements are incorporated.

3. NGB Readiness Guidance.

a. The CNGB issues training guidance to the States to ensure readiness. Training and readiness guidance guides the NG forces to focus training and keep forces at a state of readiness commensurate with their missions.

b. The feedback mechanism for unit readiness to meet training guidance is the DRRS. The DRRS' use of a standardized reporting process allows for the accurate collection of near-real-time data on NG strengths and deficiencies so the CNGB may advise the SecDef on readiness of non-Federalized NG forces.

4. NGB Readiness Products and Processes. The CNGB directs the NGB through the following readiness products and processes. See Figure 6 for graphical representation.

a. NG Strategic Estimate.

(1) The NG Strategic Estimate is the CNGB's principal tool for establishing a common strategic baseline across NGB. The NG Strategic Estimate reflects the consolidated and coordinated assessment of the strategic environment and is the basis for NGB inputs into Joint Strategic Planning System products. It describes the strategic and operational environments and identifies challenges and opportunities that threaten or facilitate the achievement of NG objectives. The Director of NGB-J5 is responsible for the NG Strategic Estimate and produces it annually.

(2) The NG Strategic Estimate includes a survey of national strategic direction, an analysis of key political, military, economic, social, information, and infrastructure trends, and an assessment of how they facilitate or hinder achievement of the NG's objectives over the time frame of the NG Strategy. The NG Strategic Estimate also provides an assessment of military strategic risk and military risk from a NG perspective. The result of the strategic estimate is a visualization and better understanding of the operational environment, including allies, other partners, neutrals, adversaries, and enemies.

b. NG Strategy Review. The NG Strategy Review supports the development of CNGB advice, identifies existing NGB products and processes that require refinement, and serves as a reference for future NGSPS activities. The Director of NGB-J5 is responsible for the NG Strategy Review and produces it annually.

c. NGCA. The NGCA is a process focusing on qualitative assessments with quantitative inputs from TAG Surveys. The NGCA facilitates integrated and comprehensive analysis of strategic-level issues affecting the NG. NGB-J5 influences the JSPS by using the NGCA to inform the JSPS and related components. The Director of NGB-J5 is responsible for the NGCA and produces it annually.

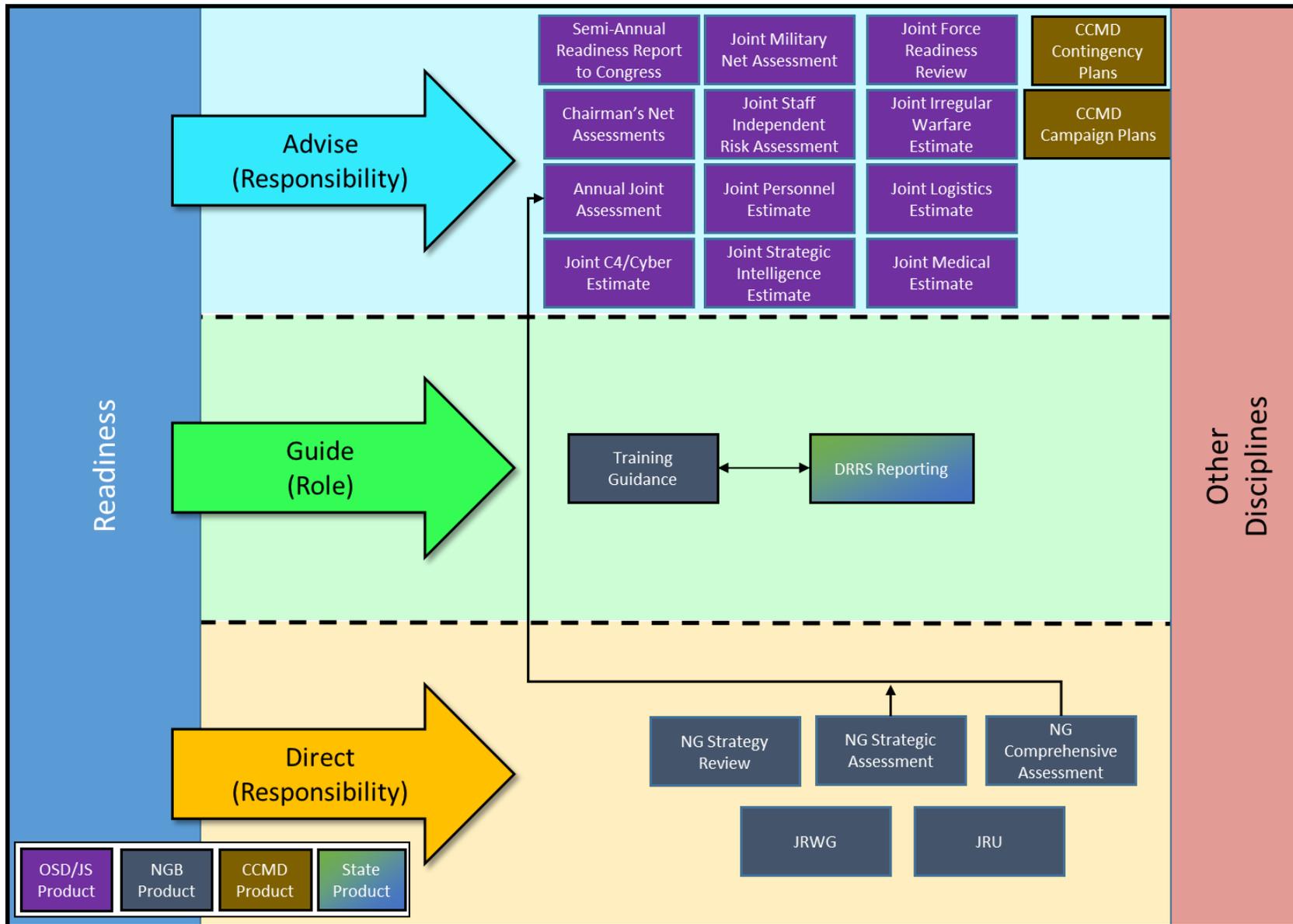


Figure 6. Readiness Products and Processes

ENCLOSURE E

CAPABILITY DEVELOPMENT

1. Function Overview. Paragraph 5.d.(o) of reference d directs the NGB to participate in DoD planning and resource allocation processes, including the JSPS, DoD Support for Strategic Analysis, the Joint Capabilities Integration and Development System, and DoD Planning, Programming, Budgeting, and Execution process deliberations and activities, including submitting issue papers pertaining to NG capabilities through the CJCS. The NGB administers Joint programs and functions, as necessary, to effectively integrate NG resources and capabilities into DoD Joint functions.

2. Joint Capability Development Products and Processes. The CNGB advises the SecDef and CJCS in keeping with his duties and responsibilities. Specifically, he advises on NG capabilities through the following Joint Capability Assessment and Development Process (JCADP).

a. Joint Requirements Oversight Council (JROC). Section 181 of reference b establishes the JROC. The JROC assesses joint military capabilities, identifies and prioritizes gaps, reviews and validates proposed capabilities intended to fill gaps, develops recommendations for program cost and fielding targets, establishes and approves joint performance requirements, reviews capability requirements for any existing or proposed solution, and identifies new joint military capabilities based on advances in technology, concepts, and alternatives to acquisition programs. Through these efforts, the JROC serves as the CJCS's global integration entity for Joint Capability Development. The VCNGB serves as the NGB's principal advisor to the JROC for non-Federalized missions and capabilities.

b. Joint Capabilities Integration and Development System. The Director of Joint Staff J-8 oversees the Joint Capabilities Integration and Development System: a needs-driven joint capability requirements validation process that directly supports the JROC in identifying, approving, and prioritizing joint military requirements and validating capability solutions to fulfill gaps in joint military requirements. Joint Capabilities Integration and Development System is an integrated collaborative process driven by the NMS and informed by SecDef-level strategic direction in the NDS and DPG. The objective is to develop Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy solutions that are affordable, militarily useful, operationally effective, and supportable in a technologically mature operational environment.

c. CGA. The CGA is an annual JROC-led capability portfolio review, coordinated by the Director Joint Staff J-8. The CGA examines CCMD Integrated Priority Lists submitted in the AJA Survey along with crisis and risk drivers articulated in the CRA and informs the Annual Report on Combatant Command Requirements which is submitted to Congress. The CGA process mitigates CCMD mission shortfalls, supports the development of future capabilities, provides the CCMDs a voice in capability

development and resourcing, and supports JMNA and CPR development. The CGA assesses capability gaps in the current and planned force from various perspectives and echelons. Functional Capabilities Boards evaluate each capability gap and make mitigation recommendations. Decisions to act on each gap will be made at appropriate levels. The JROC's CGA recommendation is formalized in a JROC memorandum signed by the Vice CJCS. This CGA JROC memorandum is a key input to the JMNA. The JMNA, in turn, shapes the CPR.

3. NGB Joint Capability Development Products and Processes. The CNGB guides the States' NG forces capability development through a series of processes culminating in the Program Objective Memorandums (POMs) and JCADP. See Figure 7 for graphical representation. The CNGB directs the following NGB Joint Capability Development Products and Processes:

a. IAW the processes in reference j, NGB uses the JCADP to identify, assess, and prioritize NG capability requirements to enable the CNGB to fulfill advisory capability development and resource allocation responsibilities. In addition to identifying NG capabilities for domestic operations under Governor control, the JCADP identifies key capabilities required by the NG to support the NDS, the NMS, and the DoD Strategy for Homeland Defense and Defense Support of Civil Authorities. The JCADP follows an annual cycle that enables the NGB to identify and evaluate capability shortfalls, validate, and prioritize capability gaps, and produce a Prioritized Capability Gap List no later than 15 August annually. The Director of NGB-J8 is the proponent for JCADP.

b. The Capability Assessment Integrated Product Team guides and facilitates the JCADP. The Capability Assessment Integrated Product Team is chaired by the Director of NGB-J8, Joint Capability and Planning Division, with representatives from the Office of the CNGB, NGBJS, ARNG, ANG, and NGB-SO Directorates, and the States. The representatives will participate throughout the entire JCADP and be responsible for coordinating the Prioritized Capability Gap List and other capability development recommendations within their respective staff directorates.

c. The NGB will advocate for NG capability needs with regular participation in JROC forums and through direct coordination with JROC Functional Capability Boards.

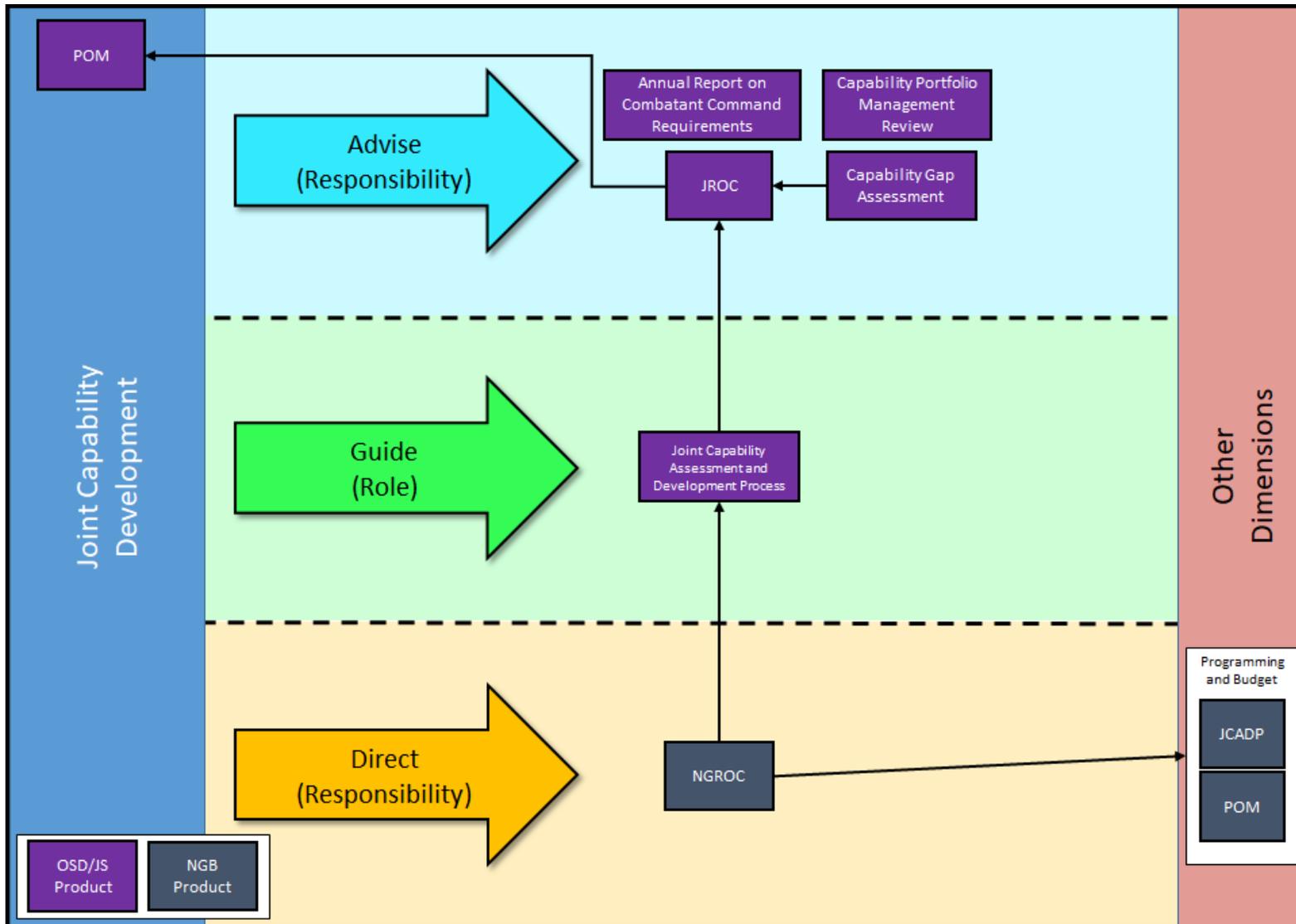


Figure 7. Joint Capabilities Development Products and Processes

ENCLOSURE F

JOINT FORCE DEVELOPMENT

1. Function Overview. Joint Force Development employs capabilities, education, training, and readiness to ensure Joint Forces are capable of meeting emerging challenges in the Joint Operating Environment. Reference d directs the NGB to:

a. Implement DoD, Department of the Army, and Department of the Air Force guidance on the structure, strength authorizations, and other resources of the Army National Guard of the United States and the Air National Guard of the United States.

b. Monitor and assist the States in the organization, maintenance, and operation of NG units to provide well-trained and well-equipped units capable of augmenting the active forces, and:

(1) Supporting force employment matters pertaining to homeland defense and defense support of civil authorities' missions by advising the CJCS on the activities of the NG as they relate to those missions.

(2) Supporting global force management and force reset matters by advising the SecArmy or SecAF, as applicable, on the potential impacts on the NG.

(3) Facilitating, to the extent practicable, NG readiness, availability, and responsiveness for DoD operations, consistent with national security objectives and priorities.

2. OSD and Joint Staff Force Development Products and Processes. The CNGB advises the SecDef and CJCS on Joint Force Development through the below products and processes. The Director of NGB-J8 is responsible for the Joint Staff Force Development Products and Processes. The Director of NGB-J8, is responsible for coordination, contributing NGB inputs, and implementing the following products and processes:

a. Joint Operating Environment. The Joint operating environment builds on the Defense Intelligence Agency published Joint Strategic Assessment and provides insights into the dominant trends affecting the security environment and their implications for future military operations. This publication expresses the Chairman's direction to provide a common, long-term perspective on challenges to the Joint Force. It is developed by the Joint Staff J-7 with support from Defense Intelligence Agency and is published every four years. The Joint operating environment is used across the DoD to understand emerging operational trends for Joint Concept Development. NGB-J8 is the NGB proponent for the Joint operating environment.

b. Family of Joint Concepts. Joint Concepts extend the framework of the NMS by envisioning future challenges and proposing alternative approaches for addressing the

NDS critical challenges. The Family of Joint Concepts proposes alternative methods of operating and related capabilities to maintain military advantage against current and emerging threats across the force employment, development, and design horizons. Its concept to capabilities approach rapidly integrates innovative ideas and disruptive technologies for competitive advantage. The Family of Joint Concepts includes the Capstone Concept for Joint Operations, Joint Warfighting Concept, Supporting Joint Concepts, and Concepts of Operation. The Joint Concept Development Program is governed by reference k and reference l. NGB-J8 is the NGB proponent for the Family of Joint Concepts.

(1) Capstone Concept for Joint Operations. This provides the CJCS's vision for how the Joint Force will operate out to 15 years in the future. It enables the CJCS's role in global integration, providing military guidance and direction for Joint Force Development and Force Design in support of the SecDef. It is published every four years to coincide with the term of a new CJCS. NGB-J8 is the NGB proponent for the Capstone Concept for Joint Operations.

(2) Joint Warfighting Concept. This concept is aligned with strategic direction, provides the Joint Force with broad capabilities, attributes, and operational logic that evolves into a global overarching warfighting concept through a multi-year campaign of learning, enabling the future Joint Force to be the most prepared to support and defend national interests far into the future. NGB-J8 is the NGB proponent for the Joint Warfighting Concept.

(3) Supporting Joint Concepts. Supporting Joint Concepts examine key operational problems and challenges identified in strategic guidance, derived from the Capstone Concept for Joint Operations and the Joint Warfighting Concept or directed by the CJCS. Supporting concepts contain depth and detail sufficient for examination in wargames, experiments, and other evaluation processes that will ultimately produce specific capability recommendations. The current supporting concepts are for command and control, contested logistics, fires, and information advantage. The NGB proponent for the Supporting Joint Concepts is the NGB-J8 with support from NGB Functional Capability Board leads.

c. Chairman's Guidance for Training and Exercise Support to Global Integration. This is an annual guide signed by the CJCS providing the CCMDs, Services, NGB, Joint Staff, and other organizations the priorities for joint training and exercises in support of global integration. The Chairman's Guidance for Training and Exercise Support to Global Integration supports Joint Training Plan development. The NGB proponent for this notice is NGB-J3/4/7.

d. Global Integration Campaign of Learning. The Global Integration Campaign of Learning provides a series of learning activities in a deliberate and repeatable framework that is focused on the challenges of great power competition, crisis, and conflict culminating in an annual Globally Integrated Exercise. The NGB proponent for the Global Integration Campaign of Learning is NGB-J3/4/7.

e. Globally Integrated Exercise. These exercises improve alignment with OSD and coordination with the whole of government, allies, and partners. Participants exercise the development and provision of military advice to the SecDef and the POTUS early in a crisis using the GIFs to achieve a return to competition below armed conflict. The Globally Integrated Exercise also exercises the transition from crisis to conflict, including the designation of supported and supporting commanders, a CCDR's potential transition from a role as a Coordinating Authority to a role as supported commander, cross-command coordination, and Joint Chiefs of Staff and commander interaction to execute globally integrated operations. They inform updates to GCPs and GIFs while also informing CCMD strategic and operational (Tier 1) exercises. NG forces will participate in Globally Integrated Exercise at the Service Secretaries' direction. The NGB proponent for these exercises is NGB-J3/4/7.

f. Joint Force Integration Cell (JFIC). The JFIC is supported by SME from across the Joint Staff, OSD, Combatant Commands and Services. It ensures proactive cross-functional coordination of force development and design efforts. The NGB proponent is the NGB-J8.

3. NGB Joint Force Development Products and Processes: The NGB guides States through a series of coordinating efforts that pursues Joint Force development through joint doctrine, training, tactics, techniques, and procedures, Joint Professional Military Education, exercises, and assessments. See Figure 8 for graphical representation of the products and processes.

a. CNGB's Joint Force Development Guidance. Focusing Joint Force development (2 to 7 years) and adapting the functions, capabilities, and concepts to improve the current NG force. Joint Force development enables the NG Joint Force to improve warfighting capabilities through the development of concepts validated by rigorous assessment and lessons learned from current operations. Joint Force development serves as a bridge between the present day and the future and provides a mechanism for incorporating emergent innovations that enhance performance across the force and shape the design of tomorrow's Joint Force IAW NDS prioritization. The Director of NGB-J8 is the NGB proponent for the Joint Force Development Guidance.

b. The NGB will support Joint Force Development through the Joint Force development and Design Framework and Concepts for Employment, Training, and Modernization. The NGB accomplishes the following through the Joint Force Development and Design Framework, directed from Paragraph 9, Enclosure D, of reference k:

(1) Coordinate exercises and other relevant training venues as opportunities for experimentation, testing, and prototyping activities by offering a realistic environment for evaluating materiel solutions and non-materiel concepts.

(2) Adapt and modernize training and exercise programs to explore new approaches to competing and fighting, develop asymmetric advantages, and incorporate appropriate technology and concepts.

(3) Design and execute exercises that focus on priority threats and stress vertical and horizontal integration from the operational to the strategic national level, whether designated as a Globally Integrated Exercise or not.

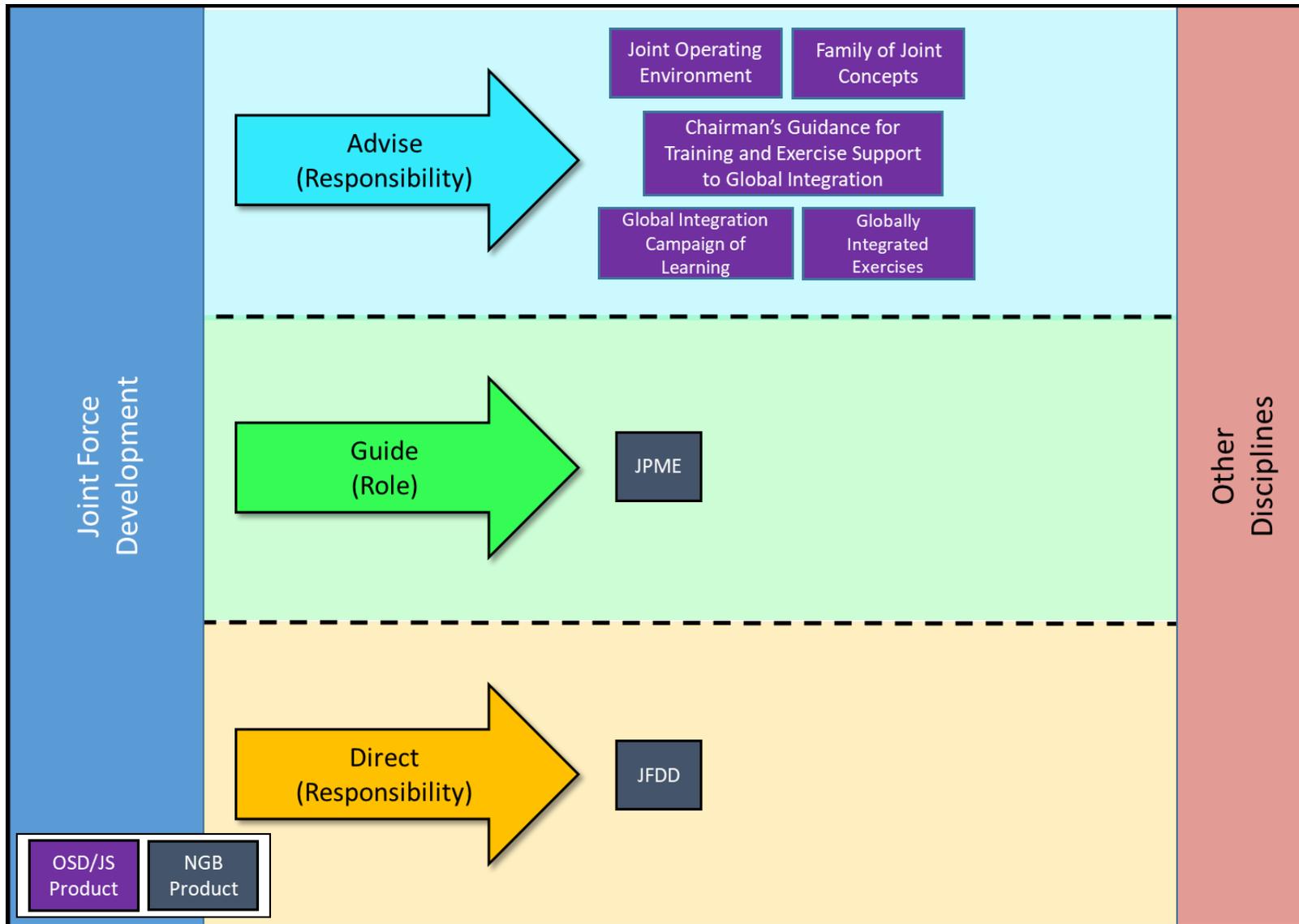


Figure 8. Joint Force Development Processes and Procedures

ENCLOSURE G

FORCE MANAGEMENT AND NATIONAL GUARD INTEGRATION

1. Function Overview.

a. The NGSPS Force Management and NG Integration strategic discipline draws directly from reference d. The broad concept of NG integration is designed to ensure the operations and activities of non-Federalized NG forces are synchronized with, and do not adversely impact the employment, or potential employment, of Federalized NG forces as the combat reserve of the Army and Air Force. Through NG integration, the CNGB supports the CJCS's Global Military Integration efforts and assists the SecDef in facilitating and coordinating the use of NG personnel and resources for operations conducted IAW reference c, or in support of State missions.

b. Global Military Integration is the conceptual foundation for all JSPS functions. All JSPS and NGSPS activities across the three horizons of Force Employment, Force Development, and Force Design are conducted to enable the CNGB to provide advice to the CJCS, Service Secretaries, SecDef, and POTUS. Figure 9 provides a conceptual model of how global integration is achieved through the integration of planning, force management, force development, and force design, with a foundation of assessments, to enable senior leader decision making to translate strategy into outcomes.

2. Joint Staff Products and Processes. Through Force Management and NG integration, the CNGB provides advice to the CJCS on the following Joint Staff Global Military Integration products:

a. UCP. The UCP provides basic guidance from the POTUS to the CCDRs, establishes broad missions and responsibilities, delineates physical boundaries, and specifies CCDR responsibilities. The Joint Staff develops, staffs, and reviews the UCP and prepares the plan for the CJCS's and SecDef's review and the POTUS's approval. The CNGB advises the CJCS on UCP development by reviewing and commenting on Joint Staff produced drafts. The Director of NGB-J5 is the NGB proponent for the UCP.

b. CRA. This classified assessment analyzes military strategic risks to U.S. interests and military risks in executing the NMS and informs the JMNA and NMS revisions. Every year the Joint Staff develops, reviews, and prepares the CRA for the CJCS's signature. Primary inputs to the CRA are the Joint Staff Independent Risk Assessment and the AJA Survey responses from CCMDs, Services, and NGB. The CNGB provides risk related advice to the CJCS by reviewing Joint Staff produced CRA drafts and by submitting a personal assessment of military strategic risk and military risk from the NG perspective. The Director of NGB-J5 is the NGB proponent for the CRA.

c. Global Force Management Implementation Guidance (GFMIG). The GFMIG provides guidance from the SecDef for the Global Force Management processes of directed readiness, assignment, allocation, apportionment, and assessment (see reference j). These processes account for strategic uncertainty by prioritizing the

maintenance of capacity and capabilities for major combat, while providing options for proactive and scalable force employment. This ensures that resource allocation is aligned with strategy, enables the Joint Force to meet CCMD requirements while building readiness, ensures the ability to respond to the unexpected, and provides strategic predictability to our allies and operational unpredictability to our adversaries. As such, it outlines the Chairman's advice and SecDef's guidance regarding directed readiness, assignment, allocation, and apportionment of the Joint Force. The GFMIG is implemented through two supporting products: The Directed Readiness Tables (DRT) and the Forces for Unified Commands Memorandum, or "Forces For." The Joint Staff develops, staffs, reviews, and prepares the GFMIG for the Chairman's review and the SecDef's approval. The CNGB provides advice to the CJCS and SecDef by reviewing and commenting on GFMIG related products produced by the Joint Staff. The Director of NGB-J8 is the NGB proponent for the GFMIG.

(1) DRT. DRTs present the supply and demand for forces based upon enumerated demand within campaign and contingency plans. The Joint Staff provides oversight and a global strategic outlook for global integration and force employment. The Service Secretaries and Chiefs, IAW reference b, provide their own input into resourcing ability along with the Services' position on the plans' feasibility. The SecDef-endorsed DRT presents resource-informed capacity and availability of force elements that planners must use to develop resource-informed plans, which outline risk due to shortfalls. The Director of NGB-J8 is the NGB proponent for the DRTs.

(2) "Forces For" Memorandum and Assignment Tables. The "Forces For" memorandum and its associated tables document the SecDef's direction to the Secretaries of the Military Departments to assign forces to CCDRs and the U.S. Element North American Aerospace Defense Command, as well as direction to retain certain forces within the Services. "Forces For" Assignment Tables are published annually and establish Combatant Command Authority relationships between CCDR and unit(s) assigned to the CCMD to accomplish missions. The command relationship established with assignment is enduring until the SecDef changes the assignment. The Director of NGB-J8 is the NGB proponent for "Forces For" Memorandum and Assignment Tables.

d. Global Force Management Allocation Plan (GFMAP). The GFMAP is the annual deployment order for the Joint Force and is modified, as necessary, to meet emerging or crisis-based requirements (see reference m). The GFMAP is informed by the GFMIG and DRT, AJA Survey, GCP assessments, and Consolidated Strategic Opportunities Development process. The GFMAP is developed through a series of Global Force Management Boards. The Joint Staff develops, staffs, reviews, and prepares the GFMAP for the Chairman's review and the SecDef's approval. The CNGB provides advice to the CJCS and SecDef by providing an NGB representative to the Global Force Management Boards and by reviewing and commenting on GFMAP related products produced by the Joint Staff. The Director of NGB-J3/4/7 is the NGB proponent for the GFMAP.

(1) Strategic Opportunities. Strategic opportunities are foreseeable, strategically significant events that can be leveraged through long-term deliberate planning in order to shape the strategic environment. Strategic opportunities are deliberately planned for as Consolidated Strategic Opportunities and incorporated in the Global Force Management Boards process for inclusion in the GFMAP.

(2) Dynamic Force Employment Strategic Opportunities. Dynamic force employment strategic opportunities are unforeseen strategic opportunities requiring near-term, proactive operations to shape the strategic environment, demanding agile and timely Joint Force actions that require adjustments to the GFMAP. Sourced through Dynamic Force Employment, a construct that uses flexible, ready forces to proactively shape the strategic environment while maintaining readiness; these changes are captured and transmitted through the SecDef Orders Book.

e. CPR. The CPR is the Chairman's direct input to the DPG and thus represents the Chairman's military advice to the SecDef on capability investments and programming priorities. Each CPR is unique. However, a typical CPR provides a wide range of recommendations to improve comprehensive joint readiness. A CPR may also provide recommendations on allies and partners, posture, the defense industrial base, and force sizing. The Joint Staff develops, staffs, reviews, and prepares the CPR for the Chairman's signature. The CNGB provides recommendations to the CJCS through the NGB JCADP and by reviewing Joint Staff produced CRA drafts. The Director of NGB-J8 is the NGB proponent for the CPR.

f. Homeland Defense and Defense Support to Civil Authorities. The CNGB supports force employment matters pertaining to homeland defense and defense support of civil authorities missions by advising the CJCS on the activities of the NG as they relate to those missions. The CNGB also supports Global Military Integration by advising the SecArmy or SecAF, as applicable, on the potential impacts of a particular Homeland Defense or Defense Support to Civil Authorities on the NG.

3. NGB Force Management and NG Integration. The NGB Globally Integrated Operations Working Group (GLOWG) is an O6/Action Officer body that is hosted by the NGB-J35. The cross-functional GLOWG serves as the principal advisory working group body to NGB-J3/4/7 on NG support to global operations, activities, and investments.

a. The GLOWG participates in, and uses the Joint Staff Global Integration Working Group, a Joint Staff J35-led body that fuses functional input from across the Joint Staff with information provided by CCMDs and Services to facilitate the transregional, multi-domain, and multi-functional operations, activities, and investments necessary to advance the NDS and gain a U.S. competitive advantage globally. The GLOWG uses the Joint Staff Global Integration Working Group's refined concept development and preliminary analysis to inform NGB participation during Global Integration Meetings and preparing for Operational Deputies' Meetings and JCS Tanks. The GLOWG's core function is the cross-leveling of subject matter expertise and insights across the NGBJS and Service Directorates, and the development of recommended CNGB military advice.

The GLOWG will provide recommendations on strategy, policy, plans, operations, capabilities, organization, personnel, resources, and training required for current and future NG operations in support of Joint Force global requirements.

b. The NGB-J35 Future Operations Division is the OPR for the GLOWG, which is composed of action officers from the NGBJS, and from the ARNG, ANG, and NGB-SO directorates. Membership will be continuous. Members will be replaced only at the direction of the respective staff directorates. Directors may maintain multiple representatives but will name a primary point of contact and designate an alternate. Members or alternates will attend each scheduled meeting, briefing, or workshop. When a staff element representative or alternate is reassigned, the NGB-J35 Division Chief, or his or her designated representative, will be notified and the affected staff element will identify a replacement. The core members of the GLOWG include: NGB-J3/4/7, NGB-J5, NGB Joint Intelligence, ARNG, ANG, and NGB-SO. Additional NGB directorates may include, but are not limited to: NGB-J1, NGB-J6, NGB-J8, and NGB Public Affairs (NGB-PA).

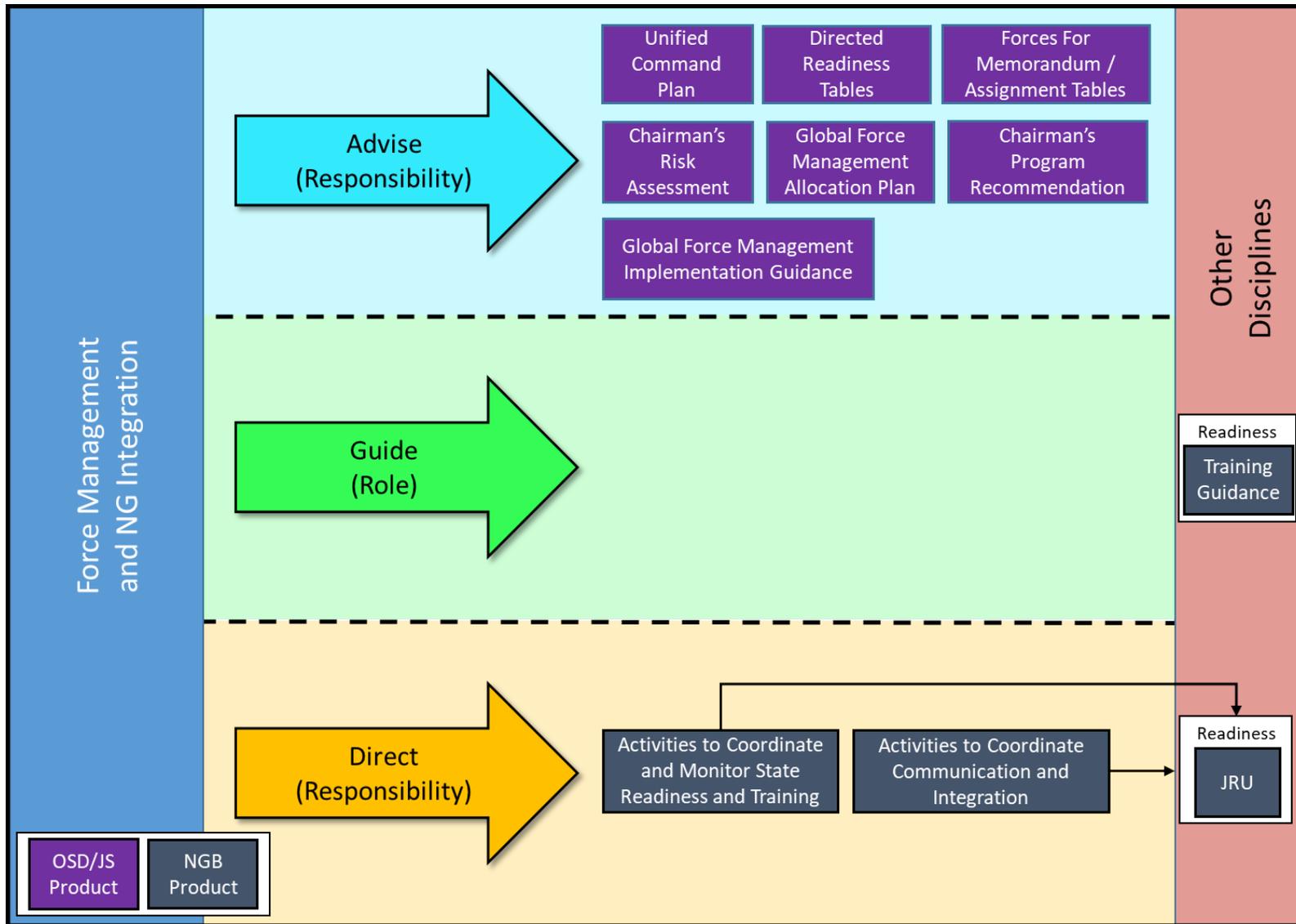


Figure 9. Force Management Processes and Procedures

ENCLOSURE H

PROGRAMMING AND BUDGET

1. Function Overview.

a. The Programming and Budget NGSPS discipline is derived from the CNGB's responsibilities IAW Section 10503, of reference b, paragraph 5.d.(1)(e) of reference d, and paragraph 9, Enclosure 2, of reference k. It is NGB policy to fully participate in the DoD Planning, Programming, Budgeting, and Execution processes, which is an annual process that requires the Military Departments and Defense Agencies to submit a POM covering a period of five fiscal years and a Budget Estimate Submission that addresses the first fiscal year of the five-year POM submission.

b. The ARNG, ANG, and NGB-SO Directorates assist the CNGB in fulfilling statutory responsibilities as the principal advisor to the SecArmy, Chief of Staff of the Army, SecAF, and Chief of Staff of the Air Force by determining their respective requirements for personnel, equipment, facilities, and operating resources. Section 10503, of reference b, specifically directs the charter of the NGB to:

(1) Plan and administer the budget for the ARNG of the United States and the ANG of the United States.

(2) Supervise the acquisition and supply of, and accountability from the States for, Federal property issued to the NG through the United States Property and Fiscal Officers designated, detailed, or appointed under section 708 of reference c.

(3) Support the objective to provide the DoD and NG with the most effective mix of forces, equipment, manpower, and attainable within fiscal constraints. Facilitates the alignment of resources to prioritized capabilities based on an overarching strategy and requires balancing necessary warfighting capabilities with risk, affordability, and effectiveness.

c. Provide mechanisms for making and implementing fiscally-sound decisions for supporting the NSS and NDS.

d. Facilitate execution reviews of past decisions and actions. These reviews will assess actual execution performance based on goals and strategic objectives. The recommendations from these reviews will be linked to decisions on future resource allocations.

2. Joint Staff Products and Processes. The CNGB advises the SecDef through the CJCS using the processes and procedures governing Programming and Budgeting. Program Objective Memorandums are the final process in the program process and recommendations from the Services (and Defense Agencies) to the SecDef addressing how they plan to allocate resources to meet planning and programming guidance.

Subordinate activities begin developing their individual budgets as a prelude to the Service Secretary's call for budget estimates. In the summer of each year, each DoD component (Military Department and Defense Agency) sends a combined POM and Budget Estimate Submission to the Office of the SecDef, covering the 5-year Future Years Defense Program, and presents the Component's proposal for a balanced allocation of available resources within specified constraints to satisfy the DPG. Components identify significant force structure and end-strength changes, as well as major system new starts. Each Component must also identify any program imbalances and shortfalls in meeting DPG, Combatant Commander objectives and other Defense directives.

3. NGB Products and Processes. The CNGB guides the States forces through the Joint Capability Assessment Development Process. Each State submits capability requests through the portal designed and administered by NGB-J8. These requests start the JCADP in which each State aligns needs and requests to their assigned missions. The CNGB directs NGB participation in the Planning, Programming, Budgeting, and Execution process through the responsibilities and functions in reference n. The following NGB products and processes enable the Programming and Budget strategic discipline. See Figure 10 for graphical representation.

a. CNGB Program and Budget Guidance. The Director of NGB-J8 is responsible for developing, staffing, reviewing, and preparing the annual CNGB Program and Budget Guidance. After it is approved, the Program guidance contains the CNGB's capability investment and programming priorities. Each program guidance provides a wide range of recommendations to improve comprehensive Joint readiness. It will recommend capabilities and approaches that could improve how the Joint Force employs and sustains the force and ensures the flexibility of critical capabilities. In considering the future competitive environment, it may recommend new approaches and capabilities. Program guidance:

(1) Provides prioritized funding requirements, at a time specified by the SecArmy and the SecAF, to their Directorates responsible for developing the NG contributions to each Military Department POM.

(2) Prepares and submits CGA input, according to CJCS instructions, at a time and in a manner specified by the Joint Staff. These may include, but are not limited to, listing high priority capability needs prioritized across Service and functional lines, risk areas, and determining long-term strategic planning concerns.

(3) Submits issue papers (according to OSD Cost Assessment and Program Evaluation guidance timelines) through CJCS during the annual Program and Budget Review process and participates in program and budget deliberations as appropriate.

b. NG and Reserve Equipment Appropriations (NGREA). Congress routinely appropriates funds through the NGREA above the budget request. Congress typically appropriates NGREA funding in lump-sum amounts used for aircraft and miscellaneous

equipment, and requests submission of a detailed assessment of modernization priorities by each of the Reserve Component Chiefs. The Assistant Secretary of Defense (Manpower and Reserve Affairs) forwards the Reserve Component acquisition plans to the Congressional committees, along with a consolidated equipment requirements list for all Reserve Components, called the Summary NGREA Acquisition Report. The NGREA assists the ARNG and ANG in maintaining readiness in key weapon systems. The annual appropriations maintain force relevance through key capability upgrades and help close equipment interoperability gaps. The NGB-J8 is the proponent for NGREA.

c. NGROC. The NGROC, led by NGB-J8, assesses joint military capabilities, identifies and prioritizes gaps, reviews and validates proposed capabilities intended to fill gaps, develops recommendations for program cost and fielding targets, establishes and approves Joint performance requirements, reviews capability requirements for any existing or proposed solution, and identifies new joint military capabilities based on advances in technology, concepts, and alternatives to acquisition programs. Through these efforts, the NGROC creates input into the JROC and serves as the CNGB's integration effort for Joint Capability Development.

d. JCADP. NGB uses the JCADP to identify, assess, validate, and prioritize NG capability requirements to enable the CNGB to fulfill advisory capability development and resource allocation responsibilities. It is discussed in detail in Enclosure E.

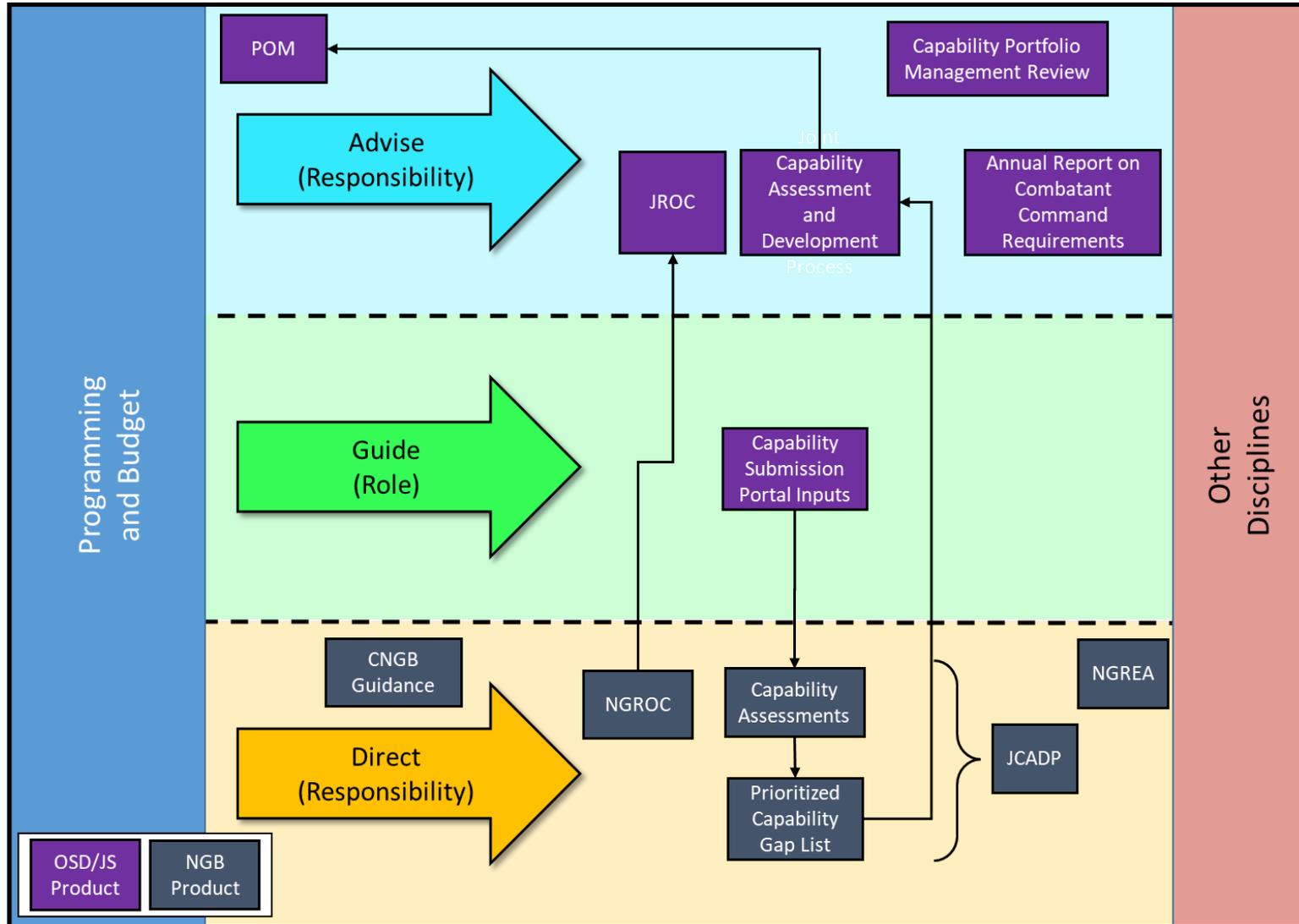


Figure 10. Programming and Budget Products and Processes

ENCLOSURE I

STRATEGIC COMMUNICATIONS

1. Strategic Communications. The Strategic Communications discipline is the focused effort to understand and engage key audiences to create, strengthen, or preserve conditions favorable for the advancement of United States Government and NG interests, policies, and objectives using coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of power. It is interwoven through all dominions and products in the NGSPS; see Figure 11 for graphical representation of the Strategic Communications Products and Processes.

a. The NGSPS Strategic Communications discipline has four basic goals: improve the NG enterprise credibility and legitimacy, convince external stakeholders to take specific actions that support achievement of CNGB's objectives, and cause a competitor or adversary to take (or refrain from taking) specific actions. When coupled with Public Affairs, NGB leverages information to stay ahead of competitors in the information environment.

b. Communications are intended for different types of receivers: audiences, stakeholders, and publics. Audiences defines groups within a certain population, with common characteristics. Communications with audiences are generally one-way and are often indirect and without feedback. Stakeholders are individuals affected by—or are in a position to affect—Joint Force efforts. A public is a stakeholder individual or group that becomes more active in its communication efforts. Publics may attempt to affect Joint Force operations.

c. By conveying the facts about Joint Force activities in a proactive manner, strategic communications impact the information environment, particularly as it relates to public support. The Joint Force must coordinate its messages and integrate those messages with its partners. This ongoing message alignment strives to maintain unity of effort and to stand out in a saturated information environment.

2. NGB Strategic Communications Products.

a. Advise. The CNGB advises on the following:

(1) Service Posture Statements. The service posture statements are Service Secretary and Chief of Staff's written testimony to Congress which explains how the fiscal year budget supports the service's priorities. The posture statements provide Congress and the American public an understanding how each service will use and prioritize budgeted funds. The CNGB advises the services on NG integration and how the NG complements Active Component forces to accomplish tasks within their budget.

(2) Service Engagements. The CNGB advises the services on all matters concerning the NG and employing forces. Engagements within the Strategic

Communication processes ensure the CNGB's Vision is properly communicated and understood by all stakeholders.

b. Guide. The CNGB guides the States through testimonies, press conferences, and posture statements. The CNGB's Vision allows for the States to interpret his guidance and apply it to their forces. See Enclosure B for more on the Vision Statement.

c. Direct. The CNGB directs the following strategic communication products and processes.

(1) CNGB Posture Statement. The CNGB Posture Statement is an annual assessment of the NG's current operations and provides an overview of missions. It typically covers assigned missions, NG accomplishments in warfighting, the homeland, and in multinational partnerships. The proponent for the CNGB Posture Statement is the NGB-CAG.

(2) Public Affairs Guidance. The Director of NGB-PA is responsible for the PAG publishing it as needed. The Director of NGB-PA drafts the PAG for the CNGB and issues PAG in keeping with tenets of strategic communications and public affairs. IAW reference o, messages will be truthful, timely, practice sound operational security, provide consistent information at all levels, and tell the DoD, NGB, and NG story. The PAG supports the public discussion of defense issues and operations and serves as a source document when responding to media representatives and the public. PAG also outlines planning guidance for related public affairs responsibilities, functions, activities, and resources. The development and timely dissemination of PAG ensures that all information is in consonance with policy when responding to the information demands of joint operations. PAG also conforms to operations security and the privacy requirements of the members of the joint forces.

(3) NG Senior Leader Engagements and Testimony. The NG senior leaders conduct testimony before Congress and other engagements with U.S. Government Agencies and departments. In keeping with the singular message of the CNGB, it is important to synchronize efforts and ensure the message provided by senior leaders is aligned with the CNGB's Priorities. The proponent for the NG Senior Leader Engagements and Testimony is the NGB CAG.

(4) NG Strategy. The NG Strategy sets the tone and pace for the long-term strategic communications plan. See Enclosure B for more on the NG Strategy.

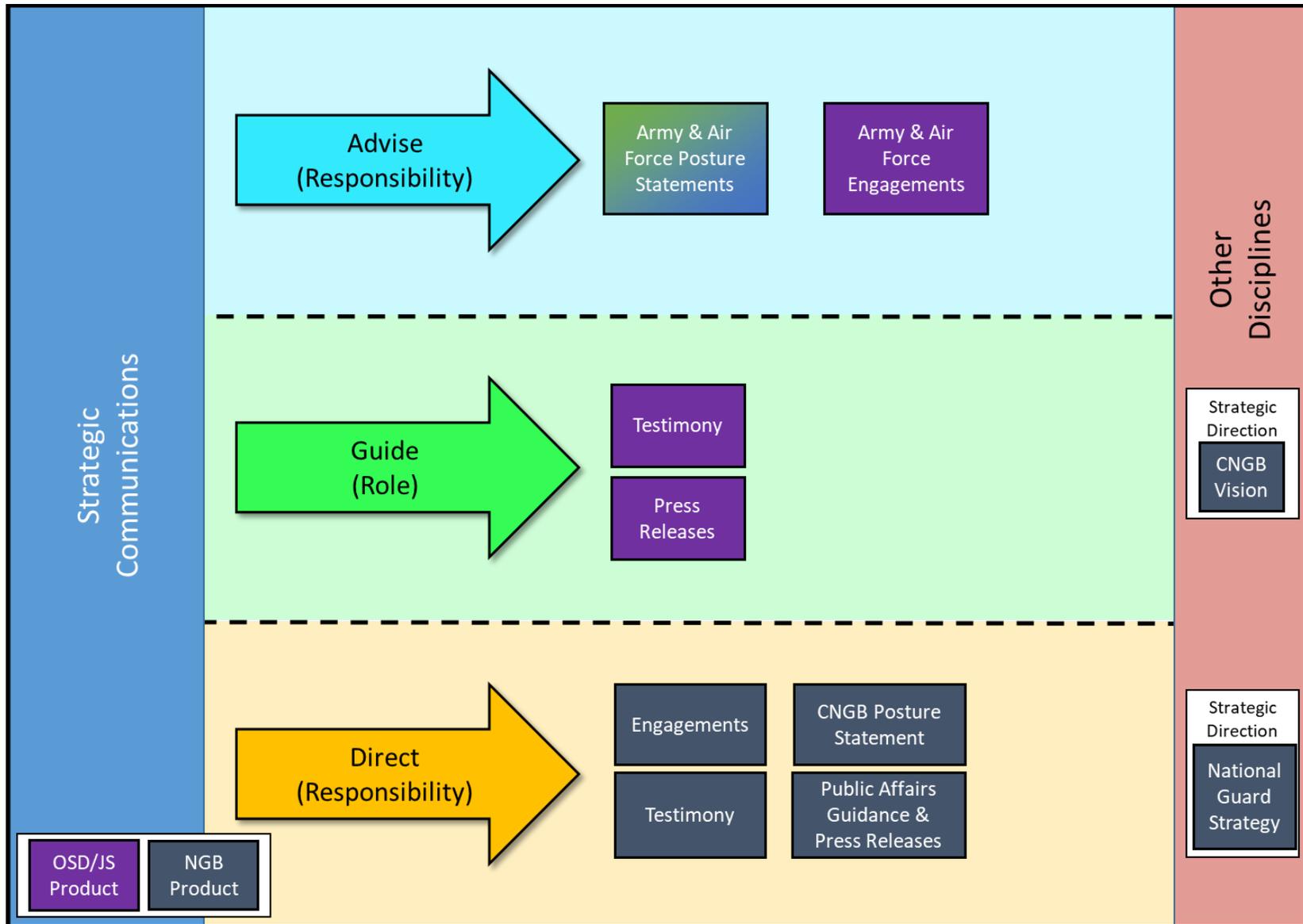


Figure 11. Strategic Communication Products and Processes

ENCLOSURE J

LINKS AND DEPENDENCIES

1. Overview

a. Figure 12 depicts how the JSPS translates strategic direction to globally-integrated outcomes across the three time horizons of Force Employment, Force Development, and Force Design. The figure depicts elements and relationships internal and external to JSPS and NGSPS.

b. Figure 13 depicts the nominal JSPS and NGSPS product timeline in a four-year cycle. When product submission dates are prescribed by reference b, those dates are depicted with gold diamonds.

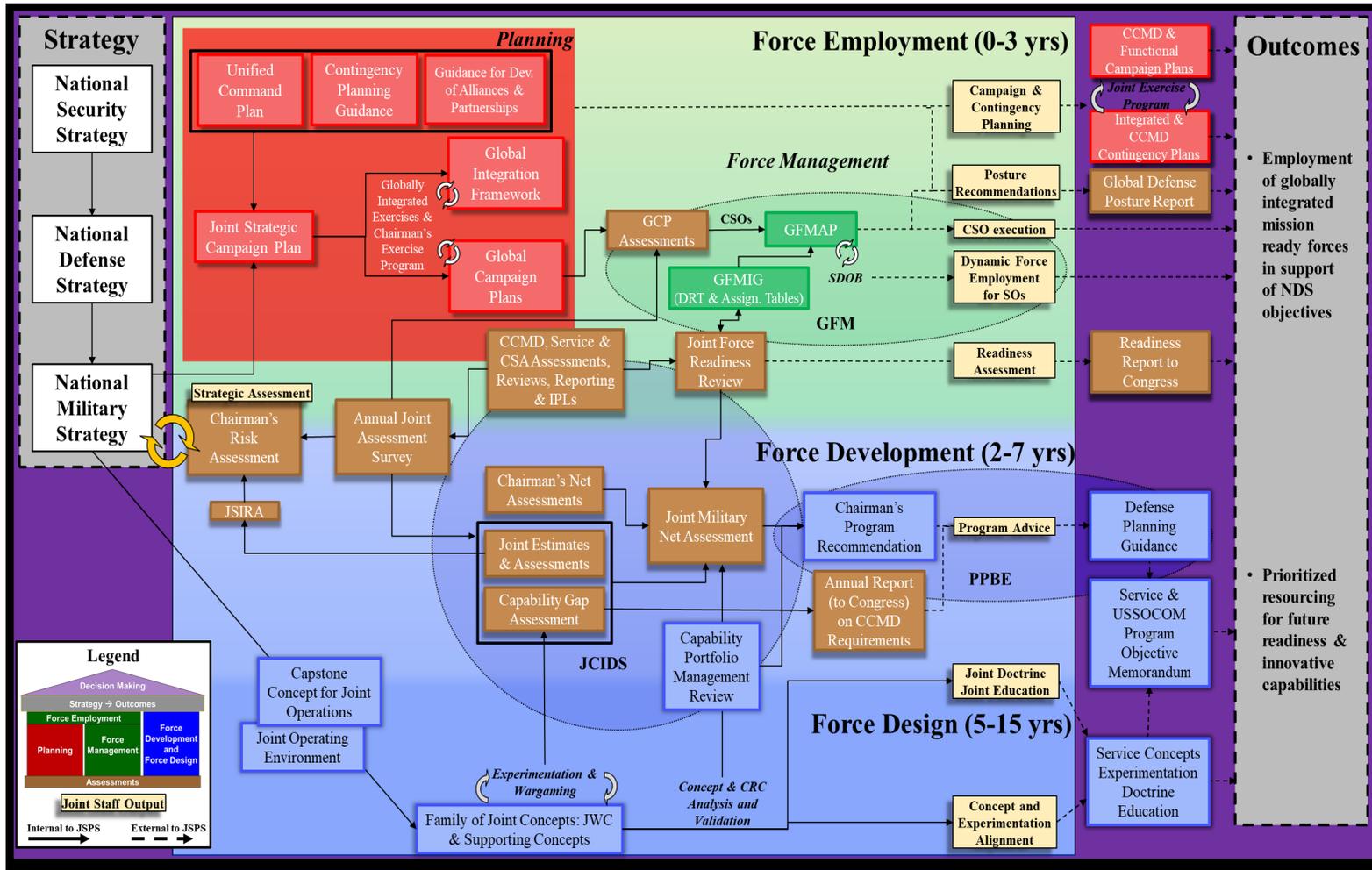


Figure 12. JSPS Products -- Translating Strategy to Outcomes

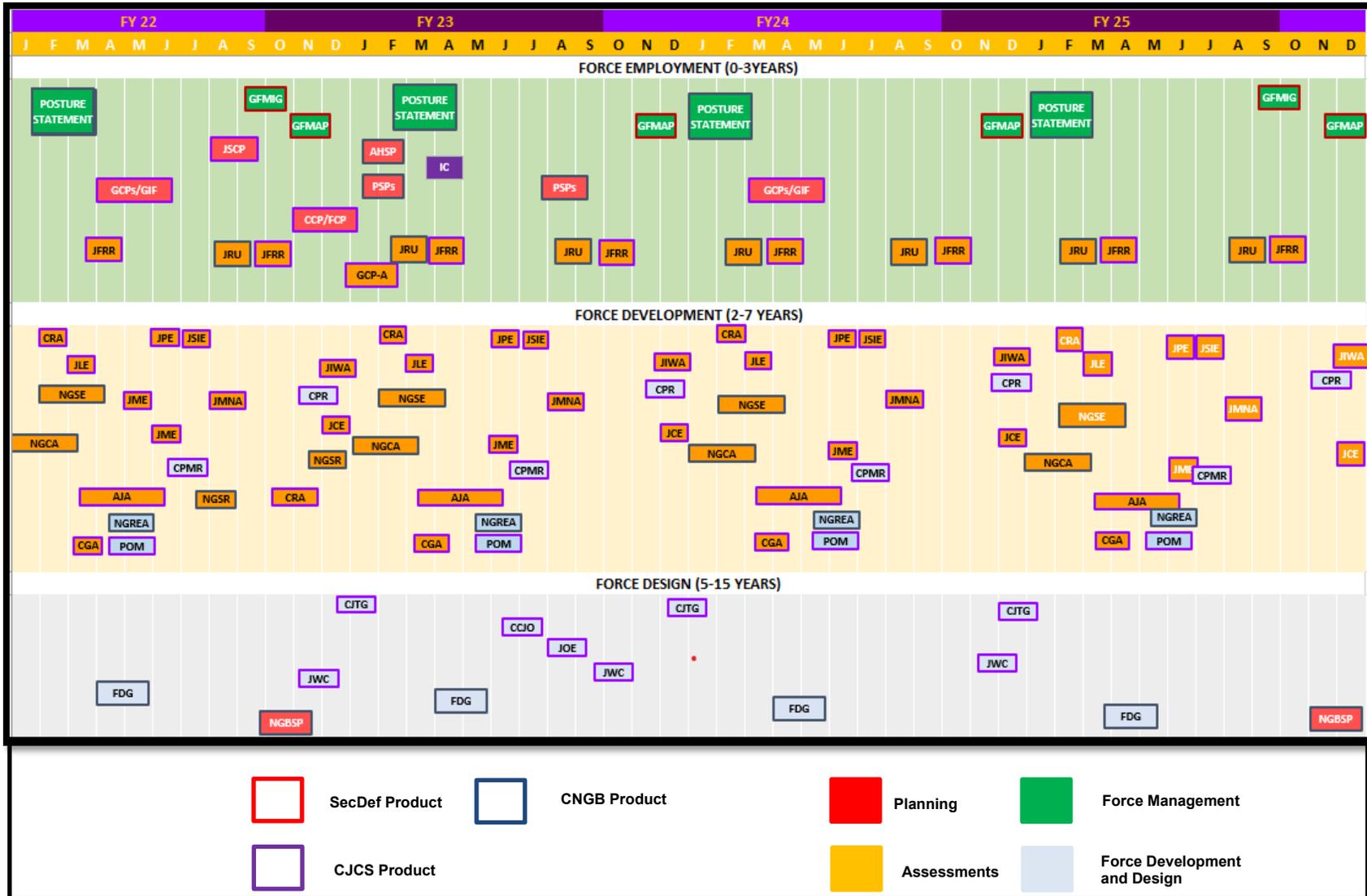


Figure 13. Nominal NGSPS and JSPS Timelines

ENCLOSURE K

SUMMARY TABLE OF NATIONAL GUARD STRATEGIC PLANNING SYSTEM
ELEMENTS

1. Overview. The following tables offer the frequency and purpose for each product and process contained within the NGSPS.

STRATEGIC DIRECTION			
Element	NGB Lead	Frequency	Purpose
National Security Strategy (NSS)	NGB-J5	As Required	Describes the POTUS's strategic vision for the Nation. The NSS highlights the vital interests and grand strategic approach, which the Joint Force uses to frame its military strategy to support broader government efforts.
National Defense Strategy (NDS)	NGB-J5	At Least Every Four years	Describes the SecDef's vision for the DoD, establishes priorities, and articulates how the DoD contributes to vital national interests directed in the NSS.
Guidance for Development of Alliances and Partnerships (GDAP)	NGB-J5	Annually	Describes the SecDef's force planning and development, analytic, and investment priorities for the future Joint Force. The DPG informs the Service and other component POMs.
Defense Planning Guidance (DPG)	NGB-J8	Annually	Describes the SecDef's force planning and development, analytic, and investment priorities for the future Joint Force. The DPG informs the Service and other component POMs.
National Military Strategy (NMS)	NGB-J5	Review in Even-Numbered Years	Serves as the Chairman's central strategic and planning document; provides strategic direction to the Joint Force regarding plans, force employment, posture, and future force development.
National Guard Strategy	NGB-J5	Every Four Years	The strategy defines the future (more than 10 years) (the Ends), how the NG will accomplish and achieve its objectives (Ways) and the resources required (the Means).
CNGB Vision	NGB-CAG	As Required	Communicates the long-term vision for the NG. It establishes or reinforces the strategic end states, missions, priorities, and objectives in keeping with the NSS and the NDS.

Table 1. Strategic Direction

STRATEGIC AND CONTINGENCY PLANNING			
Element	NGB Lead	Frequency	Purpose
Contingency Planning Guidance (CPG)	NGB-J5	At Least Every Two Years	Describes the President's guidance to focus contingency planning efforts across the DoD.
Joint Strategic Campaign Plan (JSCP)	NGB-J5	Review Every Two Years	Implements the CPG; Operationalizes the NMS; Chairman's primary document to guide and direct the preparation and integration of Joint Force campaign and contingency plans.
Global Campaign Plan (GCP)	NGB-J5	Varies	Addresses the most pressing transregional and multi-functional strategic challenges across all domains. Designed to achieve unity of effort in day-to-day campaign activities across CCMDs, Services, NGB, Joint Staff, and interagency.
Global Integration Framework (GIF)	NGB-J5	Every Two Years or As Assigned	Strategic framework that integrates Joint Force actions, provides initial crisis options, and identifies potential senior leader decisions based on the global response to a priority challenge.
CCMD and Functional Campaign Plans	NGB-J5	Varies	Functional Campaign Plans are plans that deal primarily with a function, activity, service or global requirement. CCPs are the primary plans through which the CCMDs execute day-to-day campaigning.
Integrated Contingency Plans (ICP) and CCMD Contingency Plans	NGB-J5	Varies	ICPs are produced by CCMDs and intended to achieve unity of effort across different organizations and complementary plans within a single problem.
All Hazards Support Plan	NGB-J5	Every Two Years	NGB support to Federal Agencies and the States during a natural or man-made disaster.
Partnership Support Plans	NGB-J5	Annually	States develop Partnership Support Plans for their State Partnership Program partner countries, incorporating the appropriate Country-specific Security Cooperation Sections to support CCMD, Chief of Mission, and NG objectives.

Table 2. Strategic and Contingency Planning

READINESS			
Element	NGB Lead	Frequency	Purpose
Joint Force Readiness Review (JFRR)	NGB-J3/4/7	Twice Each Year	Serves as the principal strategic readiness assessment of the Chairman's Readiness System; analyzes unit, CCMD, Service, and combat support Agency readiness data.
Annual Joint Assessment (AJA)	NGB-J5	Annually	Collects CCMD, Service, and NGB perspectives on the strategic environment, risks, and priorities.
Joint Military Net Assessment (JMNA)	NGB-J8	At Least Every Two Years	Serves as the capstone Joint Staff assessment product on comprehensive Joint Force readiness; synthesizes other JSPS assessments.
Joint Personnel Estimate	Manpower and Personnel	Annually	Assesses the Joint Force's ability to fulfill the NMS from a joint personnel readiness perspective.
Joint Strategic Intelligence Estimate	Joint Intelligence	Annually	Assesses the global threat environment and the threats posed by adversaries likely to arise in 2 to 10 years and the implications.
Joint Logistics Estimate (JLE)	NGB-J3/4/7	Annually	Assesses the Joint Force's ability to support NMS execution from a logistics perspective.
Joint C4/Cyber Estimate	NGB-J6	Annually	Assesses the Joint Force's ability to support NMS execution from a C4/Cyber perspective.
Joint Irregular Warfare Assessment (JIWA)	NGB-J3/4/7	Annually	Assesses the ability (capability, capacity, posture, readiness, authorities) of the Joint Force to conduct and support irregular warfare operations and activities necessary to implement CCMD campaign and contingency plans.
Joint Medical Estimate	NGB Joint Surgeon General	Annually	Assess the Joint Force's ability to support NMS execution from a medical readiness perspective
NG Strategic Estimate	NGB-J5	Annually/As Required	Describes the strategic environment including a survey of strategic direction by analyzing and describing the political, military, economic, social, information, and infrastructure factors and trends, key relationships and links between relevant actors or networks, and the threats and opportunities that facilitate or hinder achievement of the objectives over the time frame of the strategy.
NG Strategic Review	NGB-J5	Annually/As Required	Supports the development of CNGB advice, identifies existing NGB products and processes that require refinement, and serves as a reference for future NGSPS activities.
NG Comprehensive Assessment	NGB-J5	Annually	Collects TAG and Commanding General of the District of Columbia perspectives on the strategic environment, risks, and priorities, feeds AJA.
Chairman's Net Assessments	NGB-J8	As Required	Provides relevant net assessments that focus on a single adversary or topic as directed by the CJCS; directly inform the JMNA.

Table 3. Readiness

JOINT CAPABILITY DEVELOPMENT			
Element	NGB Lead	Frequency	Purpose
Joint Capability Integration Development System	NGB-J8	Annually	Needs-driven joint capability requirements validation process that directly supports the JROC in identifying, approving, and prioritizing joint military requirements and validating capability solutions to fulfill gaps in joint military requirements.
Capability Portfolio Management Review	NGB-J8	Annually	Functional Capability Board reports to provide the JROC with options for optimizing capability investments in priority gap areas while mitigating risk. Annual Capability Portfolio Management Reviews inform the CPR.
Family of Joint Concepts	NGB-J8	Varies	Advances the Joint Force's operational effectiveness and capability employment to meet current and future challenges; includes the Capstone Concept for Joint Operations, Joint Warfighting Concept, and Supporting Joint Concepts.
Chairman's Guidance for Training and Exercise Support to Global Integration	NGB-J3/4/7	Annually	Sets conditions for joint readiness and force development; directs training for globally integrated operations.
Global Integration Campaign of Learning	NGB-J3/4/7	Annually	A series of learning activities in a deliberate and repeatable framework that is focused on the challenges of great power competition.
Globally Integrated Exercises	NGB-J3/4/7	Annually	The annual culminating event from the Global Integration Campaign of Learning that improves whole of government and ally and partner alignment, evaluates globally integrated operations, and informs updates to GCPs, GIFs, and Tier 1 exercises. (See Enclosure F.)
Joint Operating Environment	NGB-J8	CJCS Term Start/As Required	Describes the future operational environment and its military implications.
Joint Force Integration Cell	NGB-J8	As Required	Ensures proactive cross-functional Joint Staff coordination of force development and design efforts.

Table 4. Joint Capability Development

FORCE MANAGEMENT AND NATIONAL GUARD INTEGRATION			
Element	NGB Lead	Frequency	Purpose
Unified Command Plan (UCP)	NGB-J5	Review Every Two Years	Establishes the POTUS's guidance to Combatant Commanders on missions, responsibilities, and geographic and functional delineations.
Chairman's Risk Assessment (CRA)	NGB-J5	Annually	Assess strategic risk to national interests and military risk to execution of the NMS.
Global Force Management Implementation Guidance (GFMIG)	NGB-J8	Every Two Years	Implements the strategic direction of the NDS for directed readiness, assignment, allocation, apportionment, and assessment.
Directed Readiness Tables (DRT)	NGB-J8	Annually	Top-down directed readiness guidance for force providers, consisting of select force elements, to build readiness for major combat operations and provide proactive and scalable employment options.
Forces For Memorandum / Assignment Tables	NGB-J8	Annually	SecDef guidance to the Secretaries of the Military Departments to assign forces to CCMDs.
Global Force Management Allocation Plan (GFMAP)	NGB-J3/4/7	Annually	Provides Chairman's military advice on the annual deployment order for the Joint Force
Chairman's Program Recommendation (CPR)	NGB-J8	Annually	Provides Chairman's military advice to the SecDef on capability investments needed to improve comprehensive joint readiness.

Table 5. Force Management and National Guard Integration

PROGRAMMING AND BUDGET			
Element	NGB Lead	Frequency	Purpose
Unfunded Priorities List	NGB-J8	Annually	Capability Gap List Based list of items that are not in POM but merit consideration.
Program Objectives Memorandums (POM)	NGB-J8	Annually	Recommendations from the Services (and Defense Agencies) to the SecDef addressing how they plan to allocate resources to meet planning and programming guidance.
CNGB POM Memo	NGB-J8	Annually	Covers a period of five fiscal years and a Budget Estimate Submission that addresses the first fiscal year of the five-year POM submission.
National Guard and Reserve Equipment Appropriations	NGB-J8	Annually	Assists the ARNG and ANG in maintaining readiness in key weapon systems; annual appropriations maintain force relevance through key capability upgrades and help close equipment interoperability gaps.

Table 6. Programming and Budget

STRATEGIC COMMUNICATIONS			
Element	NGB Lead	Frequency	Purpose
CNGB Posture Statement	NGB-CAG	Annually	The CNGB Posture Statement is an annual assessment of the NG current operations and provides an overview of missions.
Public Affairs Guidance	NGB-PA	As Required	Constraints and Restraints established by Director, Public Affairs regarding public communication activities.
NG Senior Leader Engagements	NGB-CAG	As Required	CNGB and Senior Leaders engage and communicate on a synchronized message to intergovernmental agencies.
Congressional Testimony	NGB-CAG	As Required	CNGB and Senior Leaders formal messaging to Congress

Table 7. Strategic Communications

ENCLOSURE L

REFERENCES

PART I. REQUIRED

- a. Chief of the National Guard Bureau (CNGB) Instruction 5100.01A, , 24 March 2023, “National Guard Strategic Planning System”
- b. Title 10, United States Code, “Armed Forces”
- c. Title 32, United States Code, “National Guard”
- d. Department of Defense (DoD) Directive 5105.77, 30 October 2015, “National Guard Bureau (NGB),” Incorporating Change 1, 10 October 2017
- e. DoD Directive 5105.83, 05 January 2011, “National Guard Joint Force Headquarters-State (NG JFHQs-State),” Incorporating Change 2, 31 March 2020
- f. Chairman of the Joint Chiefs of Staff (CJCS) Instruction 3100.01E, 21 May 2021, “Joint Strategic Planning System”
- g. CJCS Manual 3105.01 Series, 12 October 2021, “Joint Risk Analysis Methodology”
- h. DoD Directive 5105.79, 08 November 2021, “DoD Senior Governance Framework”
- i. CNGB Instruction 8202.00, 06 June 2022, “National Guard Requirements Oversight”
- j. CNGB Instruction 8201.01B, 08 November 2021, “Joint Capability Assessment and Development Process”
- k. CJCS Series 3030.01, “Implementing Joint Force Development and Design”
- l. CJCS Series 3010.02, “Guidance for Developing and Implementing Joint Concepts”
- m. DoD Directive 5100.01, 21 December 2010, “Functions of the Department of Defense and Its Major Components,” Incorporating Change 1, 17 September 2020
- n. DoD Instruction 3000.12, 06 May 2016, “Management of Global Defense Posture (GDP),” Incorporating Change 1, 08 May 2017
- o. DoD Instruction 5400.13, 15 October 2008, “Public Affairs (PA) Operations”

PART II. RELATED

- p. DoD Directive 7045.14, 25 January 2013, “The Planning, Programming, Budgeting, and Execution (PPBE) Process,” Incorporating Change 1, 29 August 2017

q. CJCS Instruction 8501.01B, 21 August 2012, "Chairman of the Joint Chiefs of Staff, Combatant Commanders, Chief, National Guard Bureau and Joint Staff Participation in the Planning, Programming, Budgeting, and Execution System," Current as of 15 December 2021

GLOSSARY

PART I. ACRONYMS

AJA	Annual Joint Assessment
ANG	Air National Guard
ARNG	Army National Guard
CCDR	Combatant Commander
CCMD	Combatant Command
CGA	Capability Gap Assessment
CJCS	Chairman of the Joint Chiefs of Staff
CNGB	Chief of the National Guard Bureau
CPG	Contingency Planning Guidance
CPR	Chairman's Program Recommendation
CRA	Chairman's Risk Assessment
DoD	Department of Defense
DPG	Defense Planning Guidance
DRRS	Defense Readiness Reporting System
GCP	Global Campaign Plan
GDAP	Guidance for Development of Alliances and Partnerships
GFMAP	Global Force Management Allocation Plan
GFMI	Global Force Management Implementation Guidance
GIF	Global Integration Framework
IAW	In accordance with
ICP	Integrated Contingency Plans
JCADP	Joint Capability Assessment and Development Process
JFRR	Joint Force Readiness Review
JIWA	Joint Irregular Warfare Assessment
JLE	Joint Logistics Estimate
JMNA	Joint Military Net Assessment
JSCP	Joint Strategic Campaign Plan
JSPS	Joint Strategic Planning System
NDS	National Defense Strategy
NG	National Guard
NG JFHQs-State	National Guard Joint Force Headquarters-State
NGB	National Guard Bureau
NGB-CAG	National Guard Bureau Chief's Action Group
NGB-PA	Office of National Guard Bureau Public Affairs
NGB-J3/4/7	Operations Directorate
NGB-J5	Strategy, Policy, Plans, and International Affairs Directorate
NGB-J6	C4 Systems and Chief Information Officer Directorate
NGB-J8	Programs and Requirements Directorate
NGB-SO	National Guard Bureau Space Operations Directorate
NGBJS	National Guard Bureau Joint Staff
NGCA	National Guard Comprehensive Assessment
NGROC	National Guard Requirements Oversight Council

NGS	National Guard Strategy
NGSPS	National Guard Strategic Planning System
NMS	National Military Strategy
NSS	National Security Strategy
OCR	Office of Coordinating Responsibility
OPR	Office of Primary Responsibility
OSD	Office of the Secretary of Defense
POM	Program Objective Memorandum
POTUS	President of the United States of America
SecAF	Secretary of the Air Force
SecArmy	Secretary of the Army
SecDef	Secretary of Defense
TAGs	The Adjutants General
VCNGB	Vice Chief of the National Guard Bureau

PART II. DEFINITIONS

Coordinating Authority -- The commander or individual who has the authority to require consultation between the specific functions or activities involving forces of two or more Services, joint force components, or forces of the same Service or agencies, but does not have the authority to compel agreement.

National Guard Strategic Planning System -- National Guard Strategic Planning System is the official system of record designed to assist the Chief of the National Guard Bureau in advising senior leaders, including the President of the United States, the Secretary of Defense, the Secretary of the Army, the Secretary of the Air Force, the Chairman of the Joint Chiefs of Staff, the Chief of Staff of the Army, the Chief of Staff of the Air Force, and the Combatant Commanders. This system also allows National Guard Bureau and Chief of the National Guard Bureau to provide guidance to the States.

Non-Federalized National Guard -- National Guard members performing the missions under Title 32 United States Code authority that are specifically not under the control of the President. They are under the command and control of the respective Governors.

Office of Coordinating Responsibility -- The Office of Coordinating Responsibility is an office, organization, or directorate with responsibility for contributing or advising on a policy, action, process, or product. The Office of Coordinating Responsibility provides the Office of Primary Responsibility with timely and accurate data and information to complete products and processes within the National Guard Strategic Planning System.

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

the specified commodity area. The Office of Primary Responsibility coordinates with Office of Coordinating Responsibilities to ensure each item is complete and accurate.

Stakeholder -- An individual or group that is directly impacted by military operations, actions, and/or outcomes, and whose interests positively or negatively motivate them toward action.

States -- The United States, the Commonwealth of Puerto Rico, Guam, the District of Columbia, and the United States Virgin Islands.