



CHIEF NATIONAL GUARD BUREAU INSTRUCTION

NGB-LL
DISTRIBUTION: A

CNGBI 0500.01
8 November 2012

National Guard Bureau (NGB) Relations with Congress

Reference(s): See Enclosure B.

1. Purpose. Congress authorizes and appropriates funds for National Guard (NG) programs and missions, and considers NG legislative proposals. The success of NG programs and missions is dependent upon Congressional support. Therefore, effective relations with Congress are essential. This instruction provides detailed policy guidance and procedures for carrying out the tasks assigned to NGB-LL.
2. Cancellation. None.
3. Applicability. This instruction is applicable to all elements of the NGB.
4. Policy. Chief, National Guard Bureau (CNGB) policy is that the NGB speaks with a unified voice. Accordingly, the CNGB:
 - a. Authorizes NGB-Office of Legislative Liaison (NGB-LL), in consultation with NGB-JA, to serve as the primary point of contact for NGB engagements with Congress, and provide a channel of communication for NGB on legislative issues.
 - b. Authorizes NGB-LL, in consultation with NGB-JA to develop and, with CNGB approval, execute an annual Congressional engagement strategy, conduct Congressional outreach activities, and provide support to Congressional decision makers by informing Congress of NG requirements, priorities, and objectives. In accordance with Department of Defense Directive (DoDD) 5142.01, NGB-LL will ensure that all legislative activities are conducted consistent with the policies and procedures established by the Assistant Secretary of Defense for Legislative Affairs.

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c. Authorizes NGB-Judge Advocate (NGB-JA) to resolve differences that arise regarding matters subject to this instruction, in consultation with NGB Senior Leadership, by developing a recommendation of resolution for review by the CNGB.

5. Definitions. See Glossary.

6. Responsibilities.

a. CNGB approves annual NGB legislative priorities, engages with Members of Congress to communicate NG equities, testifies before Congressional committees, and engages with senior leaders in the Office of the Secretary of Defense (OSD) and the Joint Chiefs of Staff (JCS) to ensure NG interests are properly articulated to Congress.

b. Vice Chief, National Guard Bureau (VCNGB) recommends to the CNGB annual NGB-Joint, Special, and Personal Staffs legislative priorities and legislative proposals, and engages with OSD and JCS senior leaders to ensure NG interests are properly articulated to Congress.

c. Director, Army National Guard (DARNG), and the Director, Air National Guard (DANG) recommend to the CNGB annual Army National Guard (ARNG) and Air National Guard (ANG) legislative priorities and legislative proposals, engage with Members of Congress to communicate ARNG and ANG equities before Congressional committees, and engage with Army and Air Force senior leaders to ensure NG interests are properly articulated to Congress. The DARNG and DANG, as well as their respective staffs, shall ensure all communication, correspondence, and engagement with Members of Congress, Congressional committees, and Congressional staff is coordinated through NGB-LL.

d. Director of NGB-LL, in coordination with NGB-JA, advises and assists the CNGB on NG legislative matters and Congressional relations for all purposes. The Director, NGB-LL is the proponent and office of record for this document, and will coordinate the initial publication, preparation, staffing, and publication of periodic and CNGB-directed reviews.

e. NGB-LL serves as the primary liaison with Congressional committees; Members of Congress and their staffs; Congressional agencies such as the Congressional Budget Office, the Congressional Research Service, and the Government Accountability Office; the Office of Management and Budget (OMB); the White House; OSD; the Department of the Army; and the Department of the Air Force on all NG legislative matters. When feasible prior to engagements with Congress, OMB, the White House, and OSD, NGB-LL will

coordinate with NGB-JA. NGB-JA is authorized to liaison on legislative matters associated with the NGB-JA's duties, and as otherwise directed by CNGB.

f. NGB-LL services both Budget Legislative Liaison and Policy Legislative Liaison areas, and therefore serves as the liaison with Congressional appropriation committees, and Congressional authorization committees.

g. Additional responsibilities. See Enclosure A.

7. Summary of Changes. This is the initial publication of CNGBI 0500.01. It replaces policy previously published in NGB Memorandum 10-5/38-101, and NGB Memorandum 1-20/11-7.

8. Releasability. This instruction is approved for public release; distribution is unlimited. NGB directorates, Adjutants General and Commanding General of the District of Columbia, and Joint Force Headquarters-State may obtain copies of this instruction through www.ngbpd.c.ngb.army.mil.

9. Effective Date. This instruction is effective upon publication.



FRANK J. GRASS
General, USA
Chief, National Guard Bureau

Enclosure(s):
A -- Additional Responsibilities
B -- References
GL -- Glossary

ENCLOSURE A

Additional Responsibilities

1. NGB-LL. NGB-LL shall serve as the official channel to communicate to Congress information pertaining to the NG, including the President's annual funding requirements, budget and authorization requests, the future years defense program, and the annual National Defense Authorization Act (NDAA).

a. Serve as the conduit for the flow of information between NGB leadership, ASD (LA) and Members of Congress and their staffs, relevant Congressional committees, and other outside organizations. The ARNG, ANG, and NGB-Joint Special, and Personal Staffs shall ensure all communication, correspondence, and engagement with Members of Congress, Congressional committees, and Congressional staff is coordinated through NGB-LL. The only exception is NGB-JA, which is authorized to liaison on legislative matters associated with the NGB-JA's duties, and as otherwise directed by CNGB.

b. Maintain relationships with Members of Congress and their staffs by serving as the lead coordinating agent for Congressional inquiries pertaining to the NG. Task the ARNG, ANG, NGB-Joint, Special, and Personal Staffs as appropriate, and coordinate timely and accurate responses to Congressional inquiries.

c. Inform NG leadership of Congressional actions and legislative developments of value, or possible detriment to the NG.

d. Coordinate Congressional requests for information, as well as visits, briefings, meetings, and hearings involving NG equities. Coordinates and engages with the Army, Air Force, OSD, JCS staff, and OMB to ensure NG interests are properly articulated to Congress.

e. Participate in domestic or overseas Congressional and staff delegations trips, where Members of Congress or Congressional staff have specific NG issues, or are visiting NG units or facilities, and have requested a NGB-LL escort.

f. Coordinate budget overview briefings to be given to Congressional oversight committees, Members of Congress, and Congressional staff with the ARNG, ANG, NGB-Joint, Special and Personal Staffs.

g. Develop and execute an annual Congressional engagement strategy in support of legislative priorities approved by the CNGB. Accordingly, NGB-LL:

(1) Recommends legislative priorities to the CNGB, VCNGB, DARNG, and DANG.

(2) Identifies the key issues to be raised during upcoming legislative cycle.

(3) Develops and executes a Congressional engagement plan to ensure effective communication of NG themes, messages, and priorities during interactions with Members of Congress and their staffs.

(4) Synchronizes NGB-LL strategic communication effort with NGB-Public Affairs (NGB-PA) and the NGB Strategic Initiatives Group. This ensures that the NGB presents a clear, concise picture of its legislative objectives, and consistently and accurately speaks with one voice on all NG matters of concern to Congress.

h. NGB-LL personnel will ensure compliance with laws, regulations and policies governing the ethical conduct of Executive Branch Employees. Questions concerning ethical conduct will be directed to NGB-JA.

2. NGB-LL is responsible for preparing NGB senior leaders for testimony before Congressional committees. Additionally, they will provide assistance as requested to the Adjutants Generals, State Congressional Affairs Contact Officers, and other NG State personnel in advance of testimony before Congressional committees and provide situational awareness, strategic research, statement coordination, preparation, and rehearsals for effective communication during hearings by:

a. Coordinating dates and times of hearings with Congressional committee staff and NGB senior leaders, as well as any required pre-hearing meetings with Committee Chairman/Ranking Member.

b. Communicating with committee staff to determine the primary topic of the hearing, and desired outcomes. Based on that communication, NGB-LL shall determine the main NGB messages in order to drive formation of written and verbal statements.

(1) The annual NGB posture statement is generally used as written testimony for NGB posture hearings before the appropriation and authorization committees. If the annual NGB posture statement is not being used as written testimony, NGB-LL will task the ARNG, ANG, NGB-Joint, Special and/or Personal Staffs via JASMS to complete a written statement.

(2) ARNG, ANG, and NGB-Joint-Staff Staff Action Control Offices (SACOs) are responsible for tasking the appropriate Office of Primary

Responsibility (OPR) to complete their respective Director's written statement, tasking NGB-JA for review, obtaining the Director's approval, and sending the finished product to NGB-LL.

(3) NGB-LL shall also task the ARNG, ANG, NGB-Joint Staff SACOs, NGB-Special and Personal Staffs via JASMS to draft verbal statements. The ARNG, ANG, and NGB-Joint Staff SACOs, and NGB-Special and Personal Staff offices are responsible for tasking the appropriate OPR to complete their respective Director's verbal statement, tasking NGB-JA for review, obtaining the Director's approval, and sending the finished product to NGB-LL.

(4) NGB-LL is responsible for drafting the CNGB verbal statement. NGB-LL shall coordinate the verbal statement with NGB-PA, NGB Strategic Initiatives Group, NGB-JA, and Directorates as appropriate.

c. Submitting written testimony for DoD and OMB clearance in accordance with DoDD 5500.01, and submits cleared statements to the appropriate Congressional committee two to seven days before the hearing.

d. Hearing Preparation. NGB-LL assists NGB senior leaders in preparing for hearings before Congressional committees and is responsible for:

(1) Serving as the lead agent for coordinating hearing preparation sessions with the CNGB, VCNGB, DARNG, and DANG.

(2) Tasking the ARNG, ANG, and NGB-Joint Staff SACOs, and NGB Special and Personal Staff offices via JASMS requesting updated information papers and other products as needed at the beginning of each hearing cycle, and as needed throughout the hearing cycle.

(3) Obtaining pre-hearing information from Congressional committee staff. NGB-LL will review transcripts as well as recent and previous years' testimony from DoD, Army, and Air Force hearings for issue trends, potential questions, and NG mentions.

(4) Communicating with Congressional committee staff and personal staff to which Members are likely to attend, Member concerns, and potential questions which may be raised during the hearing.

(5) Consolidating all of the above information into a briefing book for the witness. The briefing book will also include biographical cards on Members, Congressional committee face cards, relevant news articles, reports, recent Congressional inquiries, and any other pertinent information the witness may find helpful. Briefing books will be reviewed by NGB-JA.

(6) Upon request, NGB-LL will provide principal-specific information to tailor preparation material for the witness. NGB-LL will review the briefing books in detail with the witness during the hearing preparation sessions; these sessions should include NGB-JA representation.

e. Hearing Execution. NGB-LL provides expertise for logistical and administrative matters pertaining to hearings and is responsible for:

(1) Arranging transportation to the hearing, parking, confirm the hearing location, arrange seating for witnesses and escorts, and provide additional support as needed.

(2) Escorting the witness to the hearing, and supply extra copies of written and verbal statements.

(3) Taking detailed notes during the hearing, and supply an executive summary to NGB senior leaders within 24 hours.

3. Prepare and coordinate timely and accurate replies to correspondence and inquiries regarding the NG. NGB-LL is responsible for:

a. Serving as the single point of contact and repository for all written Congressional, White House, and gubernatorial correspondence for the CNGB, VCNGB, DARNG, and DANG.

b. Tasking the NGB staff, and coordinating timely and accurate responses to Congressional, White House, and gubernatorial correspondence addressed to, or assigned to, NGB for action.

(1) Receiving and analyzing Congressional correspondence addressed to CNGB, VCNGB, DARNG, DANG, and other Congressional correspondence referred to NGB by the White House, OSD, and the Secretaries of the Army and Air Force.

(2) Tasking all correspondence that falls under the purview of NGB to the appropriate ARNG, ANG, or NGB-Joint Staff Directorate for action.

(3) Ensuring all instructions for responding to time-sensitive correspondence are adhered to, including use of proper formats. Obtaining necessary coordination on all inquiries, to include NGB-JA review of inquiries not related to routine constituent concerns which require CNGB, VCNGB, DANG, DARNG, GO or SES signature.

(4) Responding to the Member of Congress for inquiries involving constituents, and directly to the constituent for inquiries addressed to the White House and subsequently tasked to NGB.

(5) Referring inquiries not under the purview of the NGB to the appropriate Service component, Adjutant General, of the State or Territory, or Commanding General of the District of Columbia.

c. NGB-LL serves as the central repository for Congressional correspondence, maintaining electronic and hard copies of all inquiries. NGB-LL is responsible for:

(1) Entering all inquiries and supporting documentation into an electronic database, including: copies of incoming correspondence, staff action files, and final signed responses;

(2) Maintaining a filing system for hard copies of all incoming correspondence, staff action files, and signed final responses.

4. NGB-LL shall prepare and coordinate timely and accurate replies to Questions and Inserts for the Record (Q/IFRs) from Congress regarding NG programs and policies. Prepare and coordinate timely and accurate replies to DoD requests for NGB views on pending legislation, and service or interagency Congressional testimony.

a. QFRs. NGB-LL staffs QFRs submitted by Congressional committees, and submits an official NGB response.

(1) QFRs are questions submitted by Congressional committees after a hearing. Responses reflect the most current information available. The questions and responses become part of the final hearing record.

(2) Typically, Congressional committees submit QFRs to the Office of the Secretary of Defense, Legislative Affairs (OSD-LA), which in turn tasks NGB via the Congressional Hearings and Reporting Requirements Tracking System (CHARRTS). The Department of the Army or Department of the Air Force may also task QFRs to NGB via email.

(3) NGB-LL shall monitor CHARRTS, and attend Army and Air Force QFR tasking meetings as required.

(4) NGB-LL shall task QFRs to the ARNG, ANG, and NGB-Joint Staff SACOs, and NGB-Special and Personal Staff offices as appropriate via JASMS. NGB-LL shall provide the directorates with the maximum time available to

complete the response; however directorates are responsible for responding within the time allotted.

(5) The ARNG, ANG, and NGB-Joint Staff SACOs, and NGB-Special and Personal Staff offices shall identify the OPR, which will in turn assign an AO to complete a draft response.

(6) The ARNG, ANG, and NGB Joint Staff SACOs, and NGB-Special and Personal Staff offices shall obtain General Officer (GO) approval prior to submitting a response back to NGB-LL.

(7) NGB-LL shall consolidate into a single response QFRs staffed across multiple Directorates.

(8) Once complete, NGB-LL shall task to NGB-JA for review, and submit the final response to OSD via CHARRTS, or to the Army or Air Force via email. OSD-LA will conduct a security review and submit the final cleared response to Congress.

b. IFRs. NGB-LL is responsible for staffing IFRs submitted by Congressional committees, and submitting an official NGB response.

(1) IFRs are questions a witness was unable to answer during a hearing. Responses reflect information available the day of the hearing. Inserts will be placed in the final transcript as part of the hearing record.

(2) Typically, Congressional committees submit IFRs to OSD-LA, who in turns tasks NGB via CHARRTS.

(3) The tasking process is the same as the process used for responding to QFRs.

c. DoD Requests for NGB Views on Pending Legislation and Service or Interagency Congressional Testimony. NGB-LL coordinates and reviews pending legislation, and Congressional testimony from a Service or other agency as requested by DoD.

(1) NGB-LL monitors the DoD OLC website for notifications requesting official NGB views.

(2) NGB-LL tasks the pending legislation and testimony to the ARNG, ANG, and NGB-Joint Staff SACOs, and NGB-Special and Personal Staff offices as appropriate via JASMS. NGB-LL shall provide the maximum time available to complete the response. However, directorates are responsible for responding within the time allotted.

(3) The ARNG, ANG, and NGB-Joint Staff SACOs, and NGB-Special and Personal Staff offices will identify the OPR, which will in turn assign an AO to complete a draft response.

(4) The ARNG, ANG, and NGB-Joint Staff SACOs, and NGB-Special and Personal Staff offices shall obtain GO approval prior to submitting a response back to NGB-LL.

(5) NGB-LL shall consolidate all input received into a single NGB response and task to NGB-JA for review.

(6) Once complete, NGB-LL submits the final response to DoD OLC via the OLC website, or to the Army or Air force via email.

(7) DoD OLC will conduct a security review, obtain coordination from other Services and agencies, and submit the cleared, final response to Congress.

5. Ensure NG compliance with Congressionally mandated reporting requirements.

a. Congressional committees frequently require DoD to submit reports on a variety of topics. Reporting requirements are included in the annual authorization and appropriation bills, House and Senate committee reports, and conference reports accompanying the bills.

b. DoD receives the Congressional task, posts the task to CHARRTS, and identifies the appropriate service or component to complete the report. The Army and Air Force may also task NGB as an Office of Coordinating Responsibility (OCR) on a Congressional report.

c. NGB-LL monitors CHARRTS, and any notifications assigning a Congressional report to NGB. NGB-LL tasks the ARNG, ANG, and NGB-Joint Staff SACOs, and NGB Special and Personal Staff offices as appropriate via JASMS. NGB-LL will review the draft response, and submit to DoD or the Service/component when complete.

d. NGB-LL will archive and maintain all reports for historical purposes.

6. Requests for official travel. NGB-LL will receive, review, coordinate, and relay approval of Congressional requests for official travel related to Congressional oversight of the NG and provide escort officers as required.

a. Approval authority for Congressional travel lies with OSD-LA or Service as appropriate.

b. NGB-LL processes Congressional travel requests and orientation flights for current Members of Congress and their staffs, and ensures the required information is forwarded to the appropriate authority for review.

(1) With very few exceptions, former or retired Members of Congress, families of Members of Congress, and staff members are ineligible to travel by military carrier.

(2) In accordance with DoDD 4525.12, Members of Congress and their employees who hold valid Reserve Duty status may utilize military carriers in accordance with existing policies and procedures of their respective military department.

c. In accordance with DoDD 4515.12, requests involving multiple Services, missions, or assets, or missions or assets from other agencies, require OSD-LA approval for conducting the travel prescribed in the request. Such requests must be received by NGB-LL no later than 21 days prior to the desired flight date. NGB-LL is not responsible for late travel request submissions.

(1) Travel requests submitted less than 21 days prior to the desired flight date must be accompanied by a detailed justification outlining why the timeline could not be met, and the impact on DoD of denying the request.

(2) Travel requests require the signature of the State Adjutant General. Submission of the travel justification does not guarantee approval.

d. In accordance with Air Force Instruction (AFI) 11-401, ANG Supplement 1, requests requiring Secretary of the Air Force approval must be received by NGB-LL no later than 14 workdays prior to the desired flight date.

e. In accordance with Army Directive 2007-01, requests requiring Secretary of the Army approval must be received by NGB-LL no later than 14 workdays prior to the desired flight date.

f. In accordance with DoD Instruction (DoDI) 4515.19, support for Congressional funerals shall be provided upon request of Congress, or where necessary to carry out DoD duties and responsibilities.

7. Communications. NGB-LL will provide a channel of communications to the States on legislative matters pertaining to the NG, including Congressional bills, reports, resolutions, and DoD legislative proposals.

a. NGB-LL informs NG staff and Congressional Affairs Contact Officers (CACOs) in the 50 States, 3 territories and the District of Columbia of legislative activities of interest to NG.

(1) Activities include, but are not limited to, Congressional hearings, NGB testimony, key developments in the appropriations and authorizations process, and the introduction of bills of interest to the NG.

(2) NGB-LL maintains a list of State CACOs, provides CACOs with analysis of the appropriation and authorization bills, provides CACOs with executive summaries of hearings, and updates the NGB-LL website with relevant and timely information.

b. NGB-LL conducts outreach to Congressional staff to provide information related to NG programs and personnel specific to each State by:

(1) Coordinating with NGB-PA to share published news articles with Congressional staff, highlighting NG activities in each Member's state or district.

(2) Informing Congressional staff of upcoming NG events and conferences, and encourages Member and staff attendance.

(3) Promoting the NG at Congressional caucus events and annual NGB conferences.

c. NGB-LL coordinates with NGB-Protocol to support CNGB, VCNGB, DANG, DARNG, NGB-ZC, Senior Enlisted Adviser, and other senior leaders as appropriate, for all Capitol Hill engagements and events.

8. DoD Congressional Fellowship Programs. NGB-LL will facilitate NGB participation in DoD Congressional Fellowship Programs.

a. The Assistant Secretary of Defense (Force Management Policy) is the DoD approval authority for the Army Congressional Fellowship Program and Air Force Legislative Fellowship Program fellows, fellowships, sponsors, details, and detailees. Specific responsibilities are described in DoDI 1000.17 and DoDI 1322.06.

b. Army Congressional Fellowship Program (ACFP). In accordance with AR 1-202, the Assistant Secretary of the Army, Manpower and Reserve Affairs (ASA (M&RA)) has oversight responsibility and approval authority for ACFP fellows, fellowships, sponsors, details, and detailees.

(1) The Army Office of the Chief, Legislative Liaison (OCLL).

- (a) Identifies the number of military ACFP fellows required.
- (b) Recommends positions on the Army Staff and Army Secretariat requiring Legislative Branch experience to ASA (M&RA).
- (c) Provides central oversight and guidance to military and civilian ACFP fellows and detailees while they are serving within the Legislative Branch.

(2) ARNG. ARNG will:

- (a) Provide oversight for the application process through the appropriate OPR.
- (b) Screen applicants competing for the fellowship program and ensures all requirements are met.
- (c) Maintain personnel management responsibilities throughout the fellowship and utilization tour.

(3) NGB-LL. NGB-LL will:

- (a) Solicit applicants through a variety of advertising methods, including: posting information about the fellowship program in Directorate of Management advertisements, sending emails to NGB Directorates for distribution, sending memos to the States, Territories and the District of Columbia, and posting information on the NGB-LL website.
- (b) Forward endorsed applications and appropriate personnel records received from the ARNG to the Army Congressional Fellowship Selection Board.
- (c) Provide personnel management guidance to ACFP fellows and Congressional detailees throughout the duration of the program.
- (d) Coordinate with OCLL and ARNG Human Capital Management in placing Congressional fellows in follow-on assignments upon completion of the fellowship program.

c. Air Force Legislative Fellowship Program (AFLF). In accordance with AFI 90-403, the Air Force Office of Legislative Liaison (SAF/LL) is the advocate for the AFLF program as it pertains to ANG fellows.

(1) SAF/LL. SAF/LL will:

- (a) Perform functional oversight and provides advocacy for the fellows program.
- (b) Determine AFLF requirements.
- (c) Ensure compliance with DoDD 1322.06 in the post assignment process.

(2) ANG. ANG will:

- (a) Solicit applications for the AFLF program via the annual Intermediate Developmental Education announcement.
- (b) Conduct selective boards to identify AFLF candidates.
- (c) Recommend the most highly qualified applicants to NGB-LL.
- (d) Provide SAF/LL and the Air Education and Training Command, Director of Education, with the names of ANG AFLF participants.
- (e) Ensure compliance with the DoDD 1322.06 post assignment process.

(3) NGB-LL. NGB-LL will:

- (a) Solicit applicants through a variety of advertising methods, including: posting information about the fellowship program in Directorate of Management advertisements, sending emails to NGB Directorates for distribution, sending memos to the States, Territories and the District of Columbia, and posting information on the NGB-LL website.
- (b) Conduct additional screening and interviews of fellowship applicants recommended to NGB-LL by the ANG.
- (c) Select candidates for appointment to a Congressional fellowship, and provides ANG with the names of those selected.
- (d) Provide personnel management guidance to ANG fellows and Congressional detailees throughout the duration of the program.
- (e) Assist SAF/LL and ANG Human Resources with placing ANG Congressional fellows in follow-on assignments upon completion of the fellowship program.

ENCLOSURE B

REFERENCES

- a. DoD Directive 5142.01, 15 September 2006, "Assistant Secretary of Defense for Legislative Affairs"
- b. CNGB Manual 5050.01, 22 Mar 2012, "National Guard Bureau Staff Actions and Procedures"
- c. NGB Memorandum 10-5/38-101, 8 Feb 2002, "Organization and Functions of the National Guard Bureau"
- d. NGB Memorandum 1-20/11-7, 1 Aug 2001, "National Guard Bureau Legislative and Congressional Liaison"
- e. DoD Directive 5500.01, 15 June 2007, "Preparing, Processing, and Coordinating Legislation, Executive Orders, Proclamations, Views Letters, and Testimony"
- f. DoD Directive 4515.12, 15 Jan 2010, "DoD Support for Travel of Members and Employes of Congress"
- g. AFI 11-401, ANG Supplemental 1, 9 May 2005, "Flight Management, ANG Sup1.Flying Operations, Aviation Management"
- h. Army Directive 2007-01, 25 Jan 2007, "Policy for Travel by Department of Army Officials"
- i. DoD Instruction 4515.19, 27 Dec 2011, "DoD Support For Congressional Funerals"
- j. DoD Instruction 1000.17, 16 Apr 2008, "Detail of DoD Personnel to Duty Outside the Department of Defense"
- k. DoD Instruction 1322.06, 15 Nov 2007, "Fellowships, Scholarships, Training with Industry (TWI), and Grants for DoD Personnel"
- l. AR 1-202, 26 May 2000, "Army Congressional Fellowship Program"
- m. AFI 90-403, 17 Jan 2001, "Air Force Legislative Fellows Program"

GLOSSARY

ABBREVIATIONS AND ACRONYMS

ACFP	Army Congressional Fellowship Program
AFLP	Air Force Legislative Fellows Program
ANG	Air National Guard
AFI	Air Force Instruction
AO	Action Officer
ARNG	Army National Guard
ARNG-G1	Army National Guard Human Resources
ASA (M&RA)	Assistant Secretary of the Army, Manpower and Reserve Affairs
CACO	Congressional Affairs Contact Officer
CHARRTS	Congressional Hearings and Reporting Requirements System
CNGB	Chief National Guard Bureau
CNGBI	Chief National Guard Bureau Instruction
DANG	Director, Air National Guard
DARNG	Director, Army National Guard
DoD	Department of Defense
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
DoD OLC	Department of Defense Office of Legislative Counsel
GO	General Officer
IFR	Inserts for the Record
JASMS	Joint Application Staff Management System
JCS	Joint Chiefs of Staff
NDAA	National Defense Authorization Act
NG	National Guard
NGB	National Guard Bureau
NGB-JA	National Guard Bureau, Judge Advocate
NGB-LL	National Guard Bureau, Office of Legislative Liaison
NGB-PA	National Guard Bureau Public Affairs
NGB-ZC	National Guard Bureau Comptroller/Director of Administration and Management
OCLL	Army Office of the Chief Legislative Liaison
OCR	Office of Coordinating Responsibility
OMB	Office of Management and Budget
OPR	Office of Primary Responsibility
OSD	Office of Secretary of Defense
OSD-LA	Office of Secretary of Defense, Legislative Affairs
QFR	Questions for the Record
SACO	Staff Action Control Office
SAF/LL	Secretary of the Air Force, Legislative Liaison
VCNGB	Vice Chief, National Guard Bureau