

Departments of the Army and the Air Force
National Guard Bureau
Arlington, VA 22202-3231
1 July 2003

NGB Memorandum 10-5/38-101
(PROVISIONAL)

Organization and Functions

ORGANIZATION AND FUNCTIONS OF THE NATIONAL GUARD BUREAU

Summary. This memorandum prescribes the internal organization of each element of the National Guard Bureau (NGB) and the functions performed by the individuals within the organizational elements.

History. This memorandum supersedes NGBM 10-5/23-1, dated 8 February 2002. Because this memorandum has been extensively revised, the changed portions have not been highlighted.

Applicability. This memorandum is applicable to all elements of the NGB.

Proponent. The proponent for this memorandum is NGB J-5/7. Users are invited to send comments and suggested improvements on DA Form 2028, Recommended Changes to Publications and Blank Forms, directly to: Director, Plans, Policy, and Interoperability, NGB-J-5/7, 1411 Jefferson Davis Highway, Suite 9200, Arlington, VA 22202-3231.

Distribution. Distribution of this memorandum is made to all offices/divisions of the NGB.

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Chapter 1 General

1.1. Policy

- a. The organization and functions of all elements of the National Guard Bureau (NGB) will be approved by the Chief, National Guard Bureau (CNGB) and published in this National Guard Bureau Memorandum (NGBM).
- b. Functional statements will serve as the official and formal definition of responsibilities and activities to be carried out by each organizational element.
- c. Changes in organization and functions will occur only by publishing changes to this memorandum.

1.2. References

- a. Title 10, United States Code
- b. 18 USC, Section 1385, *The Posse Comitatus Act*
- c. Title 32, United States Code
- d. 42 USC, Section 5121, *The Stafford Act*, as amended.
- e. National Strategy for Homeland Security (OHLS)
- f. Executive Order NSPD-1, *Office of Homeland Security and Homeland Security Council*
- g. Homeland Security Presidential Directive-1, *Organization and Operations of the Homeland Security Council*
- h. Executive Order 13231, *Critical Infrastructure Protection in the Information Age* (16 Oct 2001)
- i. Executive Order 12333, *United States Intelligence Activities*
- j. Presidential Decision Directive 62 (PDD-62), *Combating Terrorism (Unclas Fact Sheet)*
- k. Presidential Decision Directive 63 (PDD-63), *Critical Infrastructure Protection (CIP)*
- l. *United States Government Interagency Domestic Terrorism Concept of Operations Plan (CONPLAN)*
- m. *National Security Strategy*
- n. *National Military Strategy*
- o. *Federal Response Plan (FRP)*
- p. *Federal Radiological Emergency Response Plan (FRERP)*
- q. *National Security Strategy*
- r. Homeland Security Presidential Directive/HSPD-5, 28 Feb 03
- s. DODD 2000.12, *DOD Antiterrorism/Force (AT/FP) Protection Program*
- t. DODD 3020, *Critical Infrastructure Protection Program.*”(Draft)
- u. DODD 3020.36, *Assignment of National Security Emergency Preparedness (NSEP) Responsibilities to DOD Components*
 - v. DODD 3025.1, *Military Support to Civil Authorities*
 - w. DODD 3025.12, *Military Assistance for Civil Disturbance*
 - x. DODD 3025.15, *Military Assistance to Civil Authorities*
 - y. DODD 5100.1., *Functions of Department of Defense and Its Major Components*
 - z. DODD 55240.1., *DOD Intelligence Activities.*”
 - aa. DODD 5240.1-R., *Procedures Governing the Activities of DOD Intelligence Components that Affect United States Persons*
 - bb. DODD 5525.5, *DOD Cooperation with Civilian Law Enforcement Officials*
 - cc. DODI 3020, *Implementation of the Critical Infrastructure Program (Draft)*
 - dd. Defense Planning Guidance (DPG) (04-09)
 - ee. Joint Strategic Capabilities Plan (JSCP) 98-1
 - ff. Mass Immigration Emergency Plan (MIEP).
 - gg. *Federal Response Plan (FRP)*
 - hh. *Federal Radiological Emergency Response Plan (FRERP)*
 - ii. *National Security Strategy*
 - jj. CJCSI 3121.02, *Rules on the Use of Force by DOD Personnel Providing Support to Law Enforcement Agencies Conducting Counterdrug Operations in the United States*
 - kk. CJCSI 3209.01, *Critical Infrastructure Protection (CIP).*”(Draft) II
 - ll. CJCSI 3217.01A, *“Military Assistance to the US Postal Service*

- mm. Joint Publication 3-26, Joint Doctrine for Homeland Security (DRAFT)
- nn. AR 10-5 (Organization and Functions, Headquarters, Department of the Army), 30 Nov 92
- oo. AFI 38-101 (Manpower and Organization, Air Force Organization), 1 Jul 98

1.3. Abbreviations

Abbreviations used in this memorandum are listed in the Glossary.

1.4. Responsibilities

a. Directorate and office chiefs are responsible for the preparation of statements describing the organization and functions of their respective office or division, and for periodic reviews as necessary, to maintain current those portions of this memorandum which pertain to their respective activities.

b. The Director J-5/7 is responsible for:

- 1. Maintaining staff supervision over the preparation of functional statements and providing assistance as necessary.
- 2. Reviewing and revising statements, prepared by NGB offices and divisions, to assure conformance and accuracy.
- 3. Initiating action to have the statements published in final form.

c. The Director of the Joint Staff is responsible for the final review of all statements, submitted by the Joint Staff, (except for the Personal Staff) before submitting them to the CNGB for approval.

d. The Director, ARNG is responsible for the final review of all statements, submitted by the ARNG Directorate, before submitting them to the CNGB for approval.

e. The Director, ANG is responsible for the final review of all statements submitted by the ANG Directorate, before submitting them to the CNGB for approval.

1.5. Mission of the National Guard Bureau.

(Provisional) To develop and administer Army and Air Force policies and programs; to participate in joint matters at the strategic and operational levels with the CJCS, OSD, Defense Agencies and the combatant commanders in support of the National Security Strategy, the National Homeland Security Strategy, and other Department of Defense strategies, guidance, directives, deliberate and crisis action plans and contingency operations; to acquire, distribute, and manage Army and Air National Guard resources; to provide the “Channel of Communication” among the Services, other elements of the Department of Defense, and the National Guard of the States, Territories, Puerto Rico and the District of Columbia; and to facilitate support to the Adjutants General in their performance of their federal and state missions.

Functions: The National Guard Bureau (NGB) is a provisional joint activity of the Department of Defense and a joint bureau of the Departments of the Army and the Air Force. It has statutory and regulatory Service and joint functions and certain provisional joint functions.

a. NGB’s Service functions, and some NGB joint functions, are described in 10 USC Chapter 1011, Army Regulation 10-5, Air Force Instruction 38-101, and the National Guard Bureau Charter from the Secretaries of the Army and the Air Force. The essence of these functions is to provide the channel of communications from the Departments of the Army and the Air Force to the Army National Guard and Air National Guard; to serve as the principal advisor on National Guard matters to the Secretaries and Chiefs of Staff of the Army and the Air Force; and to perform several specified statutory and regulatory policy promulgation, management, coordination, warfighting force readiness and program oversight functions for elements of two Military Departments – the Army and the Air Force.

b. NGB's provisional joint activities and involvement in joint matters include the following:

1. Providing situational awareness of the activities of the non-Federalized National Guard to the Office of the Secretary of Defense, the CJCS and The Joint Staff, appropriate combatant commanders, and the Services, in order to facilitate deliberate and crisis action joint military planning and contingency operations.

2. Serving as the channel of communication for all DoD elements to and from the National Guard of the Several States (the non-Federalized National Guard).

3. Serving as an advisor to the Secretary of Defense and the Chairman of the Joint Chiefs of Staff on National Guard matters and federal-state military cooperation issues, to include participation in development of joint policies, programs and doctrine for Homeland Security, Homeland Defense and Civil Support.

4. Assisting CJCS and OSD with implementation and management of the Reserve Component Joint Officer Management Program,

5. Coordinating, validating plans for, facilitating, overseeing and supporting multi-state National Guard execution of federally-requested/funded (Title 32) Homeland Security, Homeland Defense and Civil Support missions, as directed.

**Chapter 2
Organizational Elements of the National Guard Bureau**

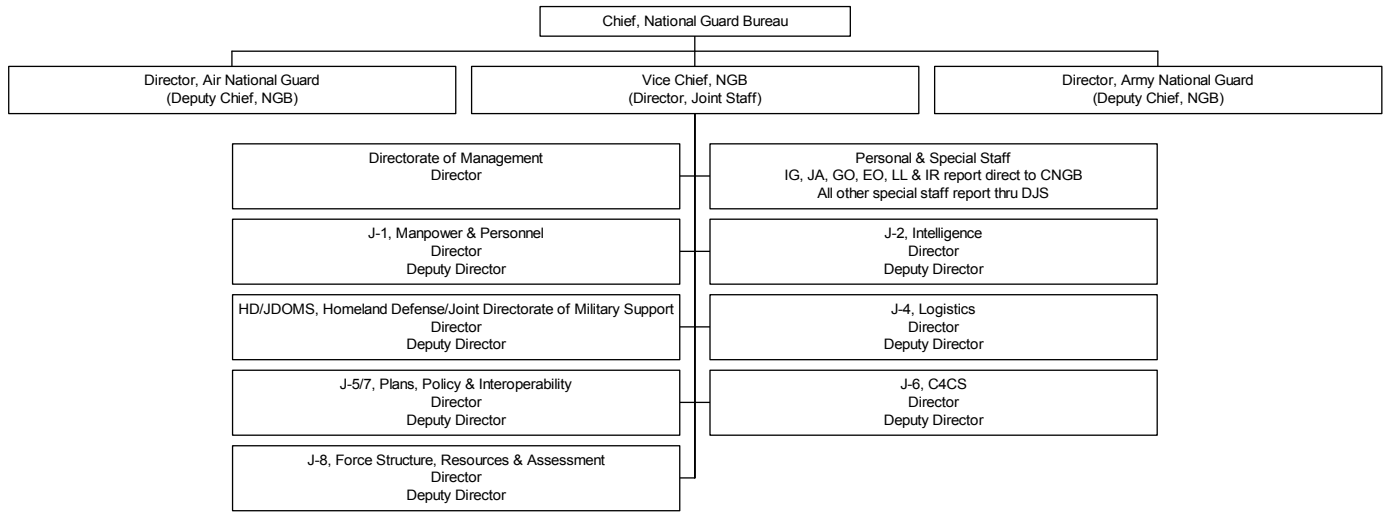


Figure 1. Organizational Elements of the National Guard Bureau

2.1 Chief, National Guard Bureau

(DRAFT) The Chief, National Guard Bureau (CNGB) directs and oversees the activities of the National Guard Bureau (NGB) to accomplish the statutory, regulatory and NGB Charter functions assigned, as well as to accomplish occasional *ad hoc* service and joint military taskings from other competent authorities. CNGB delegates authority to and through the Director, Army National Guard (DARNG); the Director, Air National Guard (DANG); the Vice Chief, National Guard Bureau (VCNGB); the Director, NGB Joint Staff (DJS); and selected personal and special staff officers. CNGB represents NGB and the National Guard in various Defense Department, interagency, international, intergovernmental and unofficial for a CNGB’s assigned functions are found in 10 USC, Chapter 1011 and other public laws; in Army Regulation 10-5, Air Force Instruction 38-101 and other regulations; in the National Guard Bureau Charter from the Secretaries of the Army and the Air Force; and in other *ad hoc* sources. The essence of the prescribed and enduring functions is to provide the channel of communications from the Departments of the Army and the Air Force to the Army National Guard and Air National Guard; to serve as the principal advisor on National Guard matters to the Secretaries and Chiefs of Staff of the Army and the Air Force; and to perform several specified statutory and regulatory policy promulgation, management, coordination, warfighting force readiness and program oversight functions in a joint environment for elements of two Military Departments – the Army and the Air Force.

2.2. Vice Chief, NGB (Director, Joint Staff)

Performs such as may be prescribed by the CNGB. When there is a vacancy in the office of the CNGB or in the absence or disability of the Chief, the Vice Chief of the National Guard Bureau acts as Chief and performs the duties of the Chief until a successor is appointed in the absence or disability ceases.

2.3. Personal/Special Staff

The NGB Special and Personal Staff elements are the principle assistants and advisors to the Chief, NGB on the management of a wide range of NGB functional areas. The nature of their responsibilities, or statutory and regulatory requirements, requires them to have unimpeded access and a direct communication line to the Chief, NGB. They are responsible for the development and implementation of policies and procedures for the overall management of their functions and serve as the Chief’s representatives at conferences, meetings, committees, etc. on matters relating to their areas of responsibilities. The Special and Personal Staff elements are comprised of the following functional areas:

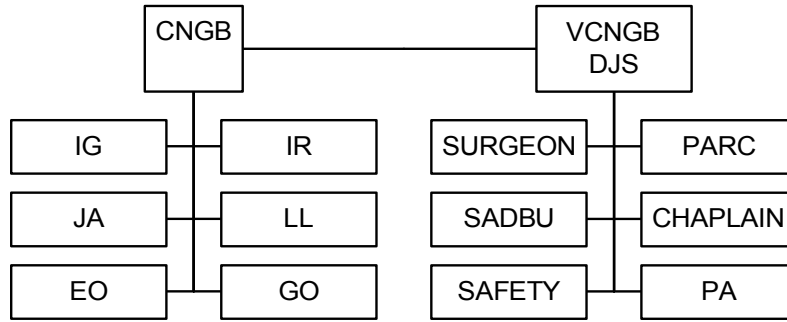


Figure 2. Personal/Special Staff

2.3.1. National Guard Bureau Joint Staff Chaplain (NGB/HC)

Serves as advisor to the Chief, NGB, and is the staff proponent for matters related to personnel morale and morals, the impact of religion, pluralism, and ethics on the mission of NGB, as well as issues related to ministry teams. Ensures the free exercise of religion, and religious accommodation for all National Guard personnel and their families, in order to enhance operational readiness and combat effectiveness. The National Guard chaplain services provide spiritual care and ethical leadership across the full spectrum of operations, and are responsible for delivering worship opportunities, professional pastoral care, and advice to leaders regarding spiritual, religious, ethical, and moral issues. The NGB chaplain is responsible for performing the following functions:

- a. Advises the CNGB, the Chief of Staff, the State Adjutants General and their respective staffs on religious, moral, and morale issues affecting assigned personnel. Provides counsel regarding religious, moral, and morale issues involving the National Guard.
- b. Develops functional planning, programming, doctrine (resources), and policy for all National Guard chaplain service personnel.
- c. Coordinates and interacts with all Joint Command Chaplains, particularly OCJCS/RA, PACOM, SOUTHCOM, and NORTHCOM to ensure that National Guard chaplain service personnel are trained for steady state missions, and ready to respond for Homeland Security and Homeland Defense.
- d. Develop, coordinate, and train joint chaplain emergency response teams for Homeland Security and Homeland Defense.
- e. Coordinates and interacts with interagencies and senior chaplains of first responder interagencies, governmental agencies, non-governmental organizations, international military, and combined joint forces to ensure standards of training and interoperability in crisis.
- f. Serves as the CNGB’s liaison to all interagencies on matters of religious ethics and humanitarian operations.
- g. Coordinates and interacts with ARNG and ANG Chiefs of the Chaplain Service.

2.3.2. National Guard Bureau Chief Counsel (NGB-JA)

Provides legal services, advice, and opinions to the Chief, NGB, the Vice Chief, NGB, the Director of the NGB Joint Staff, the Directors of the Army and Air National Guard, and their respective staffs; State adjutants general; full-time State judge advocates, United States Property and Fiscal Officers; DOD offices; and other Federal and State agencies. The NGB Chief Counsel is responsible for performing the following functions:

- a. Provides legal opinions regarding matters involving the National Guard.
- b. Develops, initiates, and monitors legislative proposals and develops NGB positions on pending bills.
- c. Serves as Ethics Counselor for the National Guard.
- d. Provides legal sufficiency reviews of reports of investigation, administrative actions, and NGB publications.
- e. Reviews all NGB cooperative agreements with States as required by NGR 5-1.
- f. Reviews all Federal contracts involving the National Guard as required by the NGB Federal Acquisitions Regulations (NGB-FAR) Supplement.
- g. Negotiates environmental agreements with State and Federal regulators.
- h. Serves as OPR for Alternative Dispute Resolution (ADR) involving protests of National Guard contracts.
- i. Provides technical supervision and professional responsibility oversight for National Guard judge advocates.
- j. Monitors litigation involving the National Guard.
- k. Performs liaison with other legal offices within DOD and other Federal and State agencies.
- l. Provides legal training for National Guard judge advocates.
- m. Represents NGB in Technician cases before the Federal Labor Relations Authority (FLRA), the Merit Systems Protection Board (MSPB), and other administrative forums.
- n. Acts on behalf of the Chief, NGB as Initial Denial Authority (IDA) on requests for information or records under the Freedom of Information Act (FOIA) and Privacy Act.

2.3.3. National Guard Bureau Equal Opportunity (NGB-EO)

Provides advice, assistance, and technical expertise to the senior leadership of NGB and to the States/Territories with regard to specific and interconnected Equal Opportunity (EO) and Equal Employment Opportunity (EEO) programs. Directs and manages military EO programs and technician_EEO Programs. Manages and directs EO/EEO programs in consideration of dual status individuals and in accordance with applicable laws and regulations and maintaining independence from conflicts of interest. NGB-EO efforts will be in support of the National Guard Bureau Equal Opportunity Goal and the National Guard Human Goals Charter. Develops and Implements strategy to achieve diversity in the National Guard that reflects the demographics of the community that it serves (local, state, and nation). The NGB Equal Opportunity Office is responsible for performing the following functions:

- a. Develops nondiscrimination policy of the National Guard associated with federally assisted programs for ARNG and ANG military members in compliance with Title VI of the Civil Rights Act of 1964 and related laws and regulations. Responsible for development of nondiscrimination policy of the National Guard consistent with the Technician's Act of 1968 which provides Equal Opportunity coverage for military and civilians serving under Title 32 in a dual status capacity.

- b. Develops nondiscrimination policy of National Guard Programs for ARNG and ANG technicians in accordance with Title VII of the Civil Rights Act of 1964 and related laws, Equal Employment Opportunity Commission (EEOC) management directives, and DOD and Service regulations. Responsible to ensure the Equal Employment policy and procedures of the National Guard are managed in accordance with federal, state and Department of Defense regulations whereby military and technician Title VI and Title VII rights are implemented, monitored and accurately adjudicated.
- c. Reviews State programs and assures compliance with nondiscrimination policy of Title VI and VII. Responsible to ensure the Equal Employment program of the National Guard complies with the rules and regulations governing the discrimination complaint program and process with prejudice and without conflict as directed by federal, state and DOD regulations and law.
- d. Develops policy for and manages Equal Employment Opportunity Program for ARNG and ANG technicians, to include affirmative employment program under EEOC guidelines. Develop nondiscrimination policy of the National Guard associated with federally assisted programs for ARNG and ANG military members in compliance with Title VI and Title VII of the Civilian Rights Act of 1964, as amended, relative to law and governing rules and regulations Echelon directed.
- e. Develops policy for and manages military EO program for ARNG, to include military affirmative action program, under DOD and DA regulations and guidelines. Develop and review State programs and assure compliance with nondiscrimination policy and reporting requirements associated such as Alternative Dispute Resolution, EEOC 462 annual statistical reporting relative to military and technician (civilian) issues.
- f. Develops policy for and manages Military Equal Opportunity program for ANG, to include military affirmative Action program, under DOD and AF regulations and guidelines. Develop and maintain relationship on behalf of the National Guard with the SAF/IG and DAIG of discrimination complaint reporting and monitoring issues impacting senior military and civilian officials on Equal Opportunity and Equal Employment Opportunity issues.
- g. Develops policy for and manages National Guard Sexual Harassment Prevention program, to include special training initiatives and assessment of State programs.
- h. Develops policy for and manages military EO discrimination complaint processing system, based on Title VI of the Civil Rights Act of 1964, and related laws and regulations.
- i. Develops policy for and manages technician EEO discrimination complaint processing system, based on Title VII of the civil Rights Act of 1964, and related laws and regulations.
- j. Ensures that appropriate "preventative and curative" actions are taken by the State, as required by law and regulation where discrimination is determined.
- k. Recommends and facilitates resolution and settlement of discrimination complaints. Fosters development and use of alternative dispute resolution techniques, to include mediation, to seek resolution of complaints.
- l. Intervenes or arranges intervention to resolve conflict arising from actual or perceived discrimination including sexual harassment in the States and in NGB.
- m. Administers and manages Special Emphasis Programs (SEP) for the National Guard military (EO) and technician (EEO) personnel. Special emphasis programs work to implement Presidential Executive Orders to eliminate demographic group imbalances in targeted occupations, and to achieve workforce diversity in the National Guard. These SEPs include Federally Employed Women, Blacks in Government, National Association Advancement of Colored People (NAACP), League of United Latin American Citizens (LULAC), National Image, Inc., Federal Asian Pacific American Council (FAPAC), Native American Program, and persons with disabilities Program. Coordinates NGB participation and support of special observances for these groups and by participating with DOD on planning committees and states partnerships.
- n. Manages military and technician EO/EEO reporting systems; gathers and analyzes data, prepares plans and reports, submits annually to higher HQ as required.

- o. Advocates for the Equal Opportunity Office to insure resources and leadership support to accomplish the EO mission and to remove barriers that impede the ability to perform the EO mission for the National Guard.
- p. Develops and provides training programs in support of National Guard EO/EEO programs.
- q. Coordinates National Guard liaison with and utilization of training programs of the Defense Equal Opportunity Management Institute (DEOMI), to include development and presentation of National Guard service-specific training at DEOMI.
- r. Ensures direct and continuing liaison with DOD, DA, DAF, DEOMI, Defense Advisory Committee on Women in the Services (DACOWITS) and EEOC. College outreach programs with Historically Black Colleges and University & Minority Institutes (HBCU & MI's). National Minority organizations such as; National Association of Hispanic Federal Executive (NAHFE), National Image, Inc., Hispanic Association of Colleges and Universities (HACU), National Congress of American Indians, Washington Internships for Native Students (WINS) and Federally Employed Women.
- s. Participates in work groups and task forces with the DOD to influence development of national defense and service policy in support of National Guard EO/EEO efforts. Works to enhance support of National Guard EO/EEO efforts among minority and women's organizations to implement and enforce compliance of a diverse workforce.
- t. Participates as a charter member of the (ARNG) EO/EEO committee and the (ANG) Human Relations Quality Board, to ensure compliance with EO/EEO applicable laws and regulations. Also participates with these committees to influence the success of SEP initiatives.
- u. Ensures budgetary coordination and support for EO/EEO efforts.

2.3.4. National Guard Bureau Office of Small and Disadvantaged Business Utilization (NGB-SADBU)

Responsible for administering the National Guard's Small Business Program for the states, territories (Guam, Puerto Rico, Virgin Islands), and the District of Columbia with the following functions:

- a. Develops small business policies, procedures, and program plans based on higher-level policy as well as command needs, which ensure the accomplishment of consistent, equitable, timely, and effective acquisition and small business program support.
- b. Provides timely, well-researched, and thorough advice to superiors and subordinate activities regarding acquisition policy as it relates to small business.
- c. Ensures consistent, reasoned, and widespread application of small business program policies throughout the command.
- d. Provides guidance and direction to government officials and industry on all aspects of National Guard contracting and small business programs.
- e. Assists small business firms in a wide range of areas such as understanding government contracting procedures, contract financing alternatives, business disciplines, and how to obtain National Guard contracts.
- f. Applies contracting laws, principles, and regulations in generating new acquisition concepts, principles, or innovations and to effectively plan and manage contracting actions.
- g. Makes sound recommendations to top command management for approval of acquisitions ensuring issues, uncertainties, interests, and affects of the program/system have been considered.
- h. Participates in determination of appropriate sources to be solicited. Helps to develop new sources based upon projected needs of the government and industry analysis.

i. Explores new or innovative acquisition approaches to develop timely and effective business strategy and objectives.

2.3.5. National Guard Bureau General Officer Management Office (NGB-GO)

Responsible to the Chief, National Guard Bureau (CNGB) for the development and implementation of policies and procedures for the overall management of National Guard (NG) general officer programs. Provides the CNGB, the Director of the Army and Air National Guard, The Adjutants General and their staffs, DOD offices, and other Federal and State agencies information concerning all general officer programs and the management of the general officer force. Develops, manages, coordinates and executes all plans and actions pertaining to Army and Air National Guard general officer programs. Responsible for the planning, programming and budgeting for all workday resources for National Guard general officers. The NGB General Officer Management Office is responsible for performing the following primary functions:

- a. Monitors all general officer personnel actions.
- a. Ensures, by coordination with States, that all State promotion, reassignment, retirement or separation actions are completed within established laws, regulations and policies.
- b. Develops and/or participates in development of policy and procedures for all general officer actions such as, promotions, Federal recognition, retirement, Reserve of the Army and Reserve of the Air Force appointments.
- c. Manages general officer board actions concerning Federal recognition of State promotions, advisory and selection boards.
- d. Develops and staffs all actions such as waiver requests pertaining to Federal recognition, legal reviews, post-board actions, etc., within the NGB staff, service component staffs, Secretariat staffs and the Office of the Secretary of Defense (OSD).
- e. Provides CNGB and appropriate Directors feedback and input on the processes and implication of actions during the pre- and post-board processes.
- f. Develops and staffs selection/fill actions for Army Reserve Forces Policy Committee (ARFPC), Air Reserve Forces Policy Committee (ARFPC), Reserve Forces Policy Board (RFPB) and other standing committees requiring National Guard general officer representation.
- g. Maintains, coordinates and/or develops all NGB, service component, and DOD manuals, regulations, and instructions on general officer actions, such as evaluations, Federal recognition, flying policy, and programs such as the National Guard Assistant Program (NGAP).
- h. Implements all regulations, policy and law as they relate to general officer actions.
- i. Manages the NGAP which includes the ARNG DCG/Special Assistants and Dual-hat positions, the ANG Assistants and Dual-hat positions, the Joint Staff (Combatant Command) Chairman's 10, M-day and Dual-hat positions.
- j. Maintains, publishes and distributes general officer official biographies.
- l. Publishes and distributes all Federal recognition orders for promotion, demotion, separation and retirement of general officers.
- m. Manages ARNG and ANG general officer manday funding from programming through execution.
- n. Maintains ANG general officer master personnel records including disposition upon separation or retirement.

2.3.6. National Guard Bureau Inspector General (NGB-IG)

Provides the Chief of the National Guard Bureau (CNGB), as directed, with an assessment of the economy, efficiency, discipline, morale, esprit de corps or readiness of the National Guard through an agenda of assistance, investigations and inspections. Provides CNGB and the NGB Inspector General (IG) with a continuous Intelligence Oversight (I/O) program and, when directed, coordinates and conducts thorough, accurate and impartial inspections of National Guard programs. Develops, manages, coordinates, and executes all plans and actions pertaining to ANG Unit Inspections. Responsible for planning, programming and budgeting for NGB-IG activities, including oversight and support responsibilities for the 54 State Inspectors General offices in the States and Territories. The NGB Inspector General Office is responsible for performing the following functions:

- a. Advises the Chief, National Guard Bureau on matters concerning Inspector General activities and informs him of the performance of missions and status of the National Guard.
- b. Acts as an active participant in transformation to a Joint Headquarters.
- c. Manages the operations of the NGB Inspector General Office, both financial and manpower resources for the office, ensuring capability to accomplish the Inspector General mission.
- d. Advocates for the Inspector General office to remove barriers that impede the ability to perform the Inspector General mission.
- e. Provides guidance/interface with the NGB Senior Leadership Group on all Inspector General issues.
- f. Manages the State Inspector General System and provides the support necessary for the State IGs to accomplish their required missions.
- g. Performs inquiries into matters of concern and provides assistance to State Inspectors General, soldiers, DA Civilians, family members, retirees and others who seek help with problems related to the U.S Army or Army National Guard.
- h. Tasks, monitors or performs investigations into allegations of wrongdoing, as directed by Chief, NGB or National Guard Bureau Inspector General.
- i. Establishes Gatekeeper Program to measure Inspection Task Level for ANG Units and coordinates and schedules Operational Readiness Inspections (ORI) and Compliance Inspections for ANG Units.
- j. Coordinates and Publishes MAJCOM and ANG Special Interest Items and establishes current Inspection Criteria for ANG Units.
- k. Develops, manages, coordinates, and executes all plans and actions pertaining to the CNGB 2-Year Inspection Plan, to include special and follow-up inspections as directed. Provides external agency inspection coordination and technical liaison for all outside inspection activity impacting the NGB and the various States and Territories.
- l. Monitors, assesses, and inspects the NGB-level Intelligence Oversight Program and provides advice and assistance to the Army and Air Directorate Intelligence Oversight proponents and State IGs in their IO program mission.

2.3.7. National Guard Bureau Internal Review (NGB-IR)

Provides a full array of professional internal auditing services to the Chief and Vice Chief, NGB and the Directors of the Army, Air and Joint Staffs. Internal review is an integral part of CNGB's management control system and serves to assist senior managers in effectively discharging their stewardship responsibilities by furnishing objective analysis, appraisals, recommendations, consultations and independently generated information concerning managed activities. The office serves as the CNGB's focal point for all external audit reports and provides follow-up services for each. As the Office of Primary Responsibility (OPR), the office provides guidance and oversight to State

internal review divisions and develops and provides training to national and State level auditors. The NGB Internal Review Office is responsible for performing the following functions:

- a. Determine and prioritize high-risk audit topics from senior NGB officials.
- b. Plans, coordinates, conduct and reviews audit operations.
- c. Advises the CNGB and NGB staff on issues relative to NGB and State activities.
- d. Establishes National Guard audit policies for both national and State level internal review programs.
- e. Schedules, coordinates and performs the external Quality Assurance Program for State level activities.
- f. Serves as the OPR for all State/Territory Internal Review Divisions.
- g. Staffs, coordinates, and responds to all external audit agency reports involving the ARNG Directorate, ANG Directorate, Joint Staff Activities and the States/Territories.
- h. Provides guidance to State internal review offices relative to the Follow-up Status Report (1574 Report), the Semiannual Report to the Congress (1717 Report) and the Time Report (1740 Report).
- i. Reviews auditor-training programs for compliance with established audit policies, competency of instruction and sufficiency of material presented.
- j. Serves as a member of the Joint Army Training Advisory Committee (JATAC).
- k. Develops, plans, coordinates administers and presents training curriculums to auditors from both NGB and States.
- l. Serves as a member of the Department of the Army Internal Review Steering Group.
- m. Coordinates with U. S. Army Audit Agency (USAAA), U. S. Air Force Audit Agency (USAFAA), Secretary of the Army Financial Management Fiscal Operations (SAFM-FO) and other DOD training/management activities to establish, schedule and administer, NGB participation in various auditor education programs.
- n. Develops and issues audit guides for use by NGB and State/Territory internal review activities.
- o. Coordinate the activities of the NGB Internal Review Advisory Committee.

2.3.8. National Guard Bureau Principal Assistant Responsible for Contracting (PARC)

Provides oversight and administration for National Guard Federal contracts and grants/cooperative and interagency/interservices agreements throughout the 50 States, 3 Territories, District of Columbia, and National Capital Region. Executes, oversees and manages all delegable contracting authority for the Head of Contracting Activity (Chief, NGB). The NGB Acquisition Office is responsible for performing the following functions:

- a. Provides policy management for National Guard Bureau, Army National Guard, and Air National Guard contracts, grants, cooperative agreements, and assistance arrangements and is the proponent for the National Guard Federal Acquisition Regulation Supplement (NGFARS), the National Guard Grants and Cooperative Agreements (NGR5-1) and the Interservice/intragovernmental Support Agreements (NGR5-2).
- b. Provides technical assistance and advice on all National Guard contracting procurement and assistance agreement related matters.
- c. Provides Procurement Management Assistance visits to the 50 States, 3 Territories, the District of Columbia, and the National Capital Region.

d. Is the National Guard OPR for contracting automated (and interface) systems, implementation, training, upgrade, system sustainment and liaison among Army, Air Force, NGB-CIO, and all National Guard field contracting offices.

e. Develops, initiates, and monitors contracting and assistance initiatives within the National Guard.

f. Serves as the National Guard contracting ombudsman to assure contractor complaints are afforded fair opportunity to be considered for satisfactory resolution.

g. Manages and oversees the National Guard Government wide commercial purchase card program.

h. Monitors the Defense Assistance Action Data Systems (DAADS) report to the Department of Defense and the United States Congress and monitors Individual Contracting Action Reports (DD Form 350).

i. Provides response to congressional inquiry into National Guard contracting and assistance issues.

j. Responds to unsolicited proposals.

k. Is the Initial Denial Authority relative to Freedom of Information Act request on contracting and assistance matters.

l. Reviews and approves/disapproves Ratifications of improper unauthorized commitments.

m. Reviews and approves/disapproves request for Sole Source Justification and Approval of acquisitions.

n. Advocates for competition in support of DoD and Army acquisition policy and goals.

o. Advocates for small business contractors in support of DoD and Army acquisition policy and goals.

p. Reviews and approves/disapproves requests to offload National Guard requirements to other federal agencies.

q. Serves as the functional area manager for all Army and Air National Guard contracting personnel.

r. Responsible for oversight of training, certification, and warranting of contracting personnel in compliance with the Defense Acquisition Workforce Improvement Act, and other focused needs.

s. Provides contingency contracting support for the National Guard.

t. Serves on boards and special projects for Army and Air Force.

u. Hosts NGB Contracting Workshop for all National Guard contracting personnel.

2.3.9. National Guard Bureau Legislative Liaison (NGB-LL)

Provides liaison between the Congress and the National Guard at the Federal level to gain Congressional support for National Guard plans, programs, budget, and policies. The division is responsible for performing the following functions:

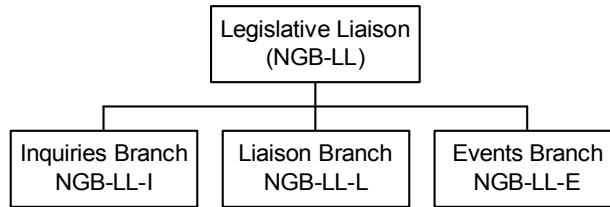


Figure 3. Legislative Division

- a. Provides liaison between NGB and Members of Congress to include committee and personal staffs.
- b. Coordinates and prepares National Guard personnel to testify before Congress.
- c. Prepares and escorts NGB leadership and subject matter experts for visits to Members of Congress and their staffs.
- d. Coordinates the hearing testimony and Congressional Record inserts for NGB leadership.
- e. Designs and coordinates legislative contact plans for NGB leadership to develop relationships with Congressional Members and staffs.
- f. Identifies, tracks and reports on legislation affecting the National Guard.
- g. Develops and maintains website providing legislative updates, reports, and analyses for NGB staff.
- h. Organizes and coordinates trips, briefings, social events, demonstrations, and displays highlighting National Guard for Congressional Members and staffs.
- i. Manages the NGB Legislative Fellowship Program.
- j. Analyzes, researches, coordinates and prepares responses to written and telephonic inquiries from the White House and the Congress.
- k. Provides liaison between NGB and the various military associations to include organizing and coordinating NGB participation in association conferences.

2.3.10. National Guard Bureau Public Affairs and Community Support (NGB-PA)

Serves as Public Affairs advisor to CNGB. Assesses the public affairs environment, maintains conversance with public & media trends and directions, supports CNGB Directors and The Adjutants General (TAGs), and creates favorable operating environment. Represents CNGB at public meetings, participates in DOD/DA/DAF Senior Public Affairs roundtables, conducts intergovernmental activities, and provides liaison with public/government interest organizations. The NGB Office of Public Affairs and Community Support is responsible for performing the following functions:

- a. Develops National Guard Public Affairs Policy.
- b. Develops/Coordinate Public Affairs guidance for operations.
- c. Webmaster for NGB homepages.
- d. Develops briefings for public.
- e. Conduct media relations program.
- f. Arranges/coordinates CNGB and NGB General Officer (GO) travel media interviews.

- g. Conducts/approves community relations program, travel, orientation flights and flyovers.
- h. Liaison with/coordinates approval for motion picture industry support.
- i. Conduct command information program.
- j. Approves State media publications.
- k. Conducts history, heraldry and museum policy and program.
- l. Writes/coordinates and publishes the Annual Review of the CNGB.
- m. Maintains permanent historical records.
- n. Develops NGB policy for environmental public affairs.
- o. Report to Congress and State agencies.
- p. News Media orientation flights and travel.
- q. Develops/coordinates NGB civil-military policy.
- r. Advises National Guard Senior leadership on Public Affairs.
- s. Coordinates humanitarian airlift requests.
- t. Coordinates history related ceremonies and anniversary celebrations.

2.3.11. National Guard Bureau Safety (NGB-SE)

Serves as advisor to the Chief, NGB, and is the joint staff proponent for matters related to ground and air safety issues. Works with the Army and Air Directorates in the development of Safety plans, policies and programs in the Safety functional areas of ground, air, Occupational Health, Industrial Hygiene and munitions. Serves as the primary advisor to the Chief, National Guard Bureau for all aspects of Safety. Represents the Chief, National Guard Bureau on all General Officer safety councils and boards in concert with the Army and Air National Guard Safety Divisions.

- a. Advises the CNGB, the Chief of Staff, the State Adjutants General and their respective staffs on safety issues affecting assigned personnel.
- b. Develops functional planning, programming, doctrine (resources), and policy for all National Guard safety personnel.
- c. Oversees the execution and management of all plans, programs, policies and procedures pertaining to Aviation and Ground Safety, Occupational Health and Industrial Hygiene..
- d. Serves as the CNGB's liaison to all interagencies on matters of safety operations.
- e. Coordinates and interacts with ARNG and ANG Safety offices.

2.3.12. National Guard Bureau Joint Surgeons Office (NGB-SG)

Serves as the senior medical readiness and oversight officer for the Chief of the National Guard Bureau. Reviews and makes recommendations on matters regarding policy, program, procedures and resourcing for the Army & Air National Guards. Coordinates with the Army and Air National Guard Directorates for health care, educational programs and administrative issues for the following functions:

- a. Serves as the medical advocate for the CNGB with OASD (Health Affairs) and OASD (Reserve Affairs).
- b. Responds to Congressional and Presidential Inquiries involving medical issues.
- c. Oversees the development and implementation of quality assurance and risk management policies for National Guard health related programs.
- d. Oversees the formulation and review of procurement policies, selection, classification, professional development, education and utilization of National Guard Medical personnel to enhance medical unit mobilization and demobilization.
- e. Represents the Chief of the National Guard Bureau on health professional credentialing evaluations/licensure procedures.
- f. Provides Chief, National Guard Bureau with technical expertise concerning medical formal school training as it interfaces with the active duty Army Medical Corps and Air Force Medical Service.
- g. Assists the Army and Air Surgeons office with the formulation of medical budgets and POM requirements for all medical and dental care; medical and dental readiness; medical logistics, facilities and equipment.

2.4. Directorate of Management

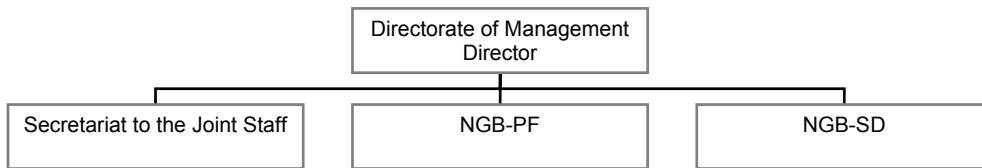


Figure 4. Directorate of Management

2.4.1. Secretariat of the Joint Staff

Serves as the primary support group for the CNGB, VCNGB (DJS), and the tasking element for the Joint Staff. The Secretariat of the Joint Staff for NGB is comprised of two branches (i.e., Actions and Protocol). The Actions Branch supports the day-to-day administrative function of the OCNGB and provides administrative oversight of all Joint Staff taskings as well as document control functions for all NGB policy actions. The Protocol Branch serves as the primary office for all NGB protocol issues and provides security, driving support, and airlift support for the OCNGB. The following details provide additional information relating to the functions this office performs:

- a. The Actions Branch consists of three offices, Administrative Support, Assignment and Control and Editorial Processing. The Secretariat is the principal NGB tasking authority on behalf of the Office of the Chief, National Guard Bureau (OCNGB) and the primary point of contact between OCNGB, the ARNG and ANG Directorates, and other external tasking agencies. The functions and responsibilities of each are shown below:
 - 1. Administrative Support Office: Provides overall administrative support to the CNGB to include supply functions, equipment management (property book), publishing travel orders, compiling, reviewing and presenting the Chief’s weekly update
 - 2. Assignment and Control Office:

- (a). Receives, analyzes and controls official correspondence addressed to the OCNGB to determine required action, lead J-Directorate, collaborating or coordinating offices.
- (b). Establishes suspense dates in accordance with current guidelines.
- (c). Monitors and manages all OCNGB suspenses.
- (d). Provides customer service to the JS, ANG, ARNG concerning past and current action research and processing policy
- (e). Provides guidance/assistance on the regulatory portion of processing SAMS actions
- (f). Liaison between SJS/SGS of outside agencies, ARNG, and ANG for the OCNGB and the NGB J-Staff

3. Editorial Processing Office:

- (a). Establishes editorial principles, practices and procedures and ensures consistent application within NGB.
- (b). Provides pre-edit on all correspondence destined for the CNGB or VCNGB signature.
- (c). Assembles complete final packages for the OCNGB approval and/or signature.
- (d). Provides editorial and action processing advice to action officer and administrative personnel. Maintains records of SAMS processing (pre-edit and final).
- (e). Update OCNGB editorial procedures for the NGB J-Staff.
- (f). Assists with incoming AO orientation to SAMS.
- (g). Conducts research as appropriate to ensure packages are correct.

b. The Protocol Branch consists of two offices, Event Support and Transportation/Security. The functions and responsibilities of each are shown below:

1. The Event Support Office plans, coordinates, and executes all domestic and international protocol aspects of conferences, ceremonies, and special events, either hosted or attended by the Chief or Vice Chief of the National Guard Bureau. Assists in planning and coordinating official visits of senior Department of Defense (DOD) officials, foreign dignitaries, members of Congress, and civic leaders to NGB. Maintains inventory of gifts for exchange with foreign and U.S. dignitaries.

2. The Transportation and Security Office provides all transportation requirements to CNGB and VCNGB (CoS), security for the CNGB and VCNGB (CoS), trip books and background data required to support OCNGB trips, and insure all distant end quarters are obtained and secured for CNGB, VCNGB (CoS).

2.4.2. Office of the Assistant for Property and Fiscal Affairs

Assists CNGB in the execution of his statutory responsibilities to account for Federal property and funding issued to the National Guard of the States through the United States Property and Fiscal Officers (USPFOs) and his supervision of the acquisition process by providing a central point of contact and liaison between CNGB and his USPFOs. Serves as the NGB Office of Primary Responsibility (OPR) for USPFO activities and manages the USPFO Program throughout the 54 States and Territories. The NGB Office of the Assistant for Property and Fiscal Affairs is responsible for the following functions:

- a. Supports the CNGB by monitoring the expenditure of and accountability for Federal funds and property provided to the 50 States, District of Columbia, Commonwealth of Puerto Rico, Guam and the US Virgin Islands through the USPFOs.
- b. Serves as the Office of Primary Responsibility for USPFOs. Administers the USPFO program to include USPFO appointments, retirements, awards, evaluations, USPFO training and other administrative matters.
- c. Serves as an advisor to the National Guard Bureau senior leadership on USPFO matters and provides liaison between USPFOs and various offices in the National Guard Bureau, The Department of The Army, The Department Of the Air Force and the Department of Defense.
- d. Establishes and coordinates policy for the USPFO program through publication of NGR 130-6/ANGI 1102, providing governing policy for USPFO appointments, duties and relief from duty.
- e. Coordinates on all staff actions that impact on USPFO operations.
- f. Monitors various USPFO inspection reports and corrective action.
- g. Recommends USPFOs for various boards and investigation actions.

2.4.3. Support Services

Provides a variety of support services to the National Guard Bureau as well as administrative guidance and procedures to the Guard in the 54 States and Territories. The NGB Support Services Division is responsible for performing the following functions:

- a. Manage security program (personnel, physical and information security) for NGB to include Operational Support Airlift Command (OSACOM) at Davidson Army Airfield, and United States Army Priority Air Transport detachment. (USAPAT) at Andrews AFB.
- b. Manage the JP1 safety program in accordance with DA, DOD, and county regulations/laws.
- c. Serve as NGB Central Property Book Officer, and manage property accountability program for Jefferson Plaza 1 (JP1) in conjunction with the Army National Guard Readiness Center (ARNGRC) and the Air National Guard Readiness Center (ANGRC).
- d. Manage Privacy Act (PA) and Freedom of Information Act (FOIA) programs for the National Guard (54 States and Territories) to include development of policy and procedures. Represent the Chief NGB, as the initial denial authority.
- e. Serve as civilian personnel and payroll liaison for Army and Air civilians located at JP1.
- f. Manages NGB Awards Program, (NGB Eagle Award, Heritage paintings, Minuteman and NGB Civilian Service Award).
- g. Process training requests for NGB Joint Offices and ARNG at JP1 and serve as training liaison for ANG at JP1.
- h. Manages Computer Aided Facilities Management (CAFM) database for JP1.
- i. Serve as NGB official mail control officer and manage NGB mail services program at JP1.
- j. Manage supplies and services program (copiers, fax machines, maintenance contracts, METRO fare cards and subscriptions to required periodicals and publications) at JP1. Review and recommend action on requests for purchase, lease, and rental of duplicating/copying equipment for NGB.
- k. Serve as NGB space manager and NGB facilities liaison between Equity Office (Lessor), DOD and DA.

- l. Manage the design and distribution of electronic and paper NGB Forms.
- m. Manage printing and distribution of publications, forms, component listings and advertising materials to 54 States and Territories, and the NGB.
- n. Manage motor pool and shuttle bus services between JP1 and the ARNGRC and ANGRC.
- o. Manage the Intranet (JP1net) for the NGB at JP1.
- p. Performs day-to-day control and management involving the formulation, and execution of the organization’s budget funding requirements.

2.5. Manpower and Personnel (J-1)

The National Guard Bureau J-1 has the primary responsibility to provide overall human resource strategic planning, integration, analysis, manpower and personnel policy, and oversight for the Chief, National Guard Bureau in order to enhance National Guard Bureau and Joint Force Headquarters initiatives, personnel readiness, operational capabilities and sustainment of the National Guard Community.

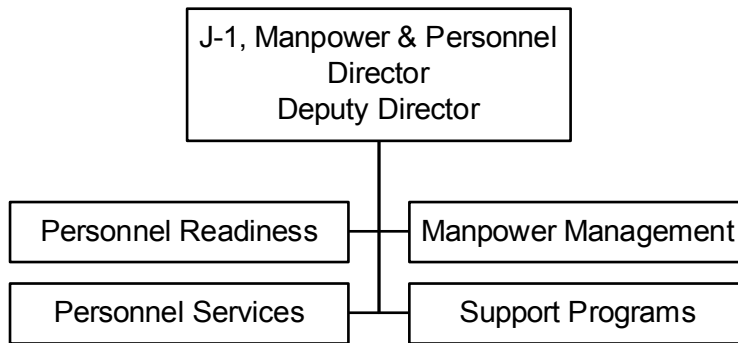


Figure 5. Manpower and Personnel (J1)

2.5.1. Manpower Management

The Manpower Management Division manages all joint manpower programs for the Chief, National Guard Bureau. National Guard Bureau joint manpower programs include: the National Guard Bureau Joint Staff; the State Joint Force Headquarters; and positions coded joint throughout the Army National Guard and Air National Guard Directorates. The division is the primary point of contact with the Office of the Secretary of Defense for joint policy, positions, and assignments. Core Functions: (1) Manpower Policy Oversight, (2) Joint Programs Oversight, (3) and Joint Requirements and Integration.

- a. Responsible for the policy, oversight, and integration of personnel manpower requirements within the National Guard Bureau Staff and State Joint Force Headquarters which includes development and evaluation of organizational structure, requirements determination, and management engineering studies to determine minimum essential manpower requirements and best practices.
- b. Responsible for the management of the National Guard Bureau staff requirement list, which governs the number of approved joint requirements assignments and billets within the National Guard Bureau Joint Staff and State Joint Force Headquarters.
- c. Responsible for manpower policy issues concerning State Joint Force Headquarters.
- d. Conduct policy review to evaluate effectiveness of current policies and practices to develop change proposals.

- e. Primary point of contact for joint manpower policy issues with the Office of the Secretary of Defense.
- f. Develop and coordinate departmental guidance on allocation of unit structure, strength authorizations, and other resources to ARNGUS and ANGUS as directed by CNGB. (CNGB Function).
- g. Provide policy and guidance regarding utilization of personnel assigned to joint positions within National Guard Bureau Joint Staff and State Joint Force Headquarters.
- h. Develop National Guard Bureau Joint Staff and State Joint Force Headquarters work center descriptions, work center organization, staffing criteria, supervisory ratios, and position management policies.
- i. Review and staff all changes to organizational functional responsibilities and/or structure impacting National Guard Bureau Joint Staff and State Joint Force Headquarters.
- j. Responsible for updating National Guard Bureau (NGB) 10-5.

2.5.2. Personnel Readiness

The Personnel Readiness Division is responsible for the overall oversight of personnel policies to enhance the personnel readiness posture of the National Guard. The division addresses the full-spectrum of personnel readiness: personnel life-cycle support and force sustainment policies; full-time manning (Title 32 Active Guard Reserve and Title 32 Military Technician) policies; family readiness; quality of life and the well-being of soldiers, DA/DAF civilians, families, employers, and community. Core Functions: (1) Personnel Policy Oversight, (2) Personnel Readiness, (3) Full-Time Support Human Resource Life Cycle Support, (4) HR Strategic Planning.

- a. Issuing, with the coordination and approval of the services concerned, directives, regulations, and publications consistent with approved policies of the Army and Air Force, as directed by Chief, National Guard Bureau (CNGB Function).
- b. Coordinating the granting and withdrawal, in accordance with applicable laws and regulations, federal recognition of National Guard officers within the National Guard (CNGB Function).
- c. Facilitate and coordinate with the Departments of the Army and Air Force, the use of National Guard personnel to mobilize and deploy for Federal and State requirements (CNGB Function).
- d. Primary point of contact for individual personnel readiness within the National Guard.
- e. Provide individual personnel readiness analysis as directed.
- f. Provide individual readiness briefings for Chief, National Guard Bureau as directed.
- g. Integrates plans and programs for improving individual readiness within the National Guard.
- h. Develop military and civilian support personnel management life cycles to meet present and future needs of the National Guard Full-Time Support programs.
- i. Coordinate departmental policies and programs for the employment and use of National Guard technicians under Section 709 of Title 32, USC (CNGB Function).
- j. Supervise and administer the Active Guard Reserve (AGR) program as it pertains to the National Guard IAW priorities established by the Secretary of the Army and the Secretary of the Air Force (CNGB Function)
- k. Responsible to provide guidance and advice to Chief, National Guard Bureau on Technician Human Resource matters to include position classification, position management, employment, pay, employee benefits, labor and employee Relations, technician development, and personnel systems management.

l. Responsible for development of National Guard technician policy, design and establish National Guard specific programs, regulations and policies that integrate traditional civil service rules with special provisions unique in law to the National Guard.

m. Represent the National Guard in Department of Army, Department of Air Force, Department of Defense, Office of Personnel Management, and third party forums in order to defend or define National Guard Bureau position and interests in Human Resources matters.

n. Interprets impact of Human Resource (HR) legislation on NG personnel programs and develops legislative language required to effect change in personnel programs.

o. Delivers advisory services on all Human Resource programs to State level Human Resource offices, supervisors and managers. Develops and conducts an education program for Human Resources Office (HRO) staff nationwide.

p. Administers an oversight and compliance program to ensure State level Human Resource offices operate effectively and in compliance with legal and regulatory requirements.

q. Responsible for overall HR strategic planning and analysis for the Chief, National Guard Bureau. Provides focal point for HR Strategic direction, ongoing and future personnel legislative initiatives, and policy development to meet future mission requirements within the National Guard.

r. Conduct strategic analysis and assessment and provide recommendations to Chief, National Guard Bureau on human resource strategic issues, to include full-time support strategic workforce initiatives.

s. Integrate the Chief, National Guard Bureau's strategic human resource vision with the Army National Guard and Air National Guard Directorates.

2.5.3. Personnel Services

The Personnel Services Division is responsible for management of the internal military and civilian personnel programs, including selection, assignment and reassignment, and management of the functional assignments and manpower authorizations for the National Guard Bureau Joint Staff. The Personnel Services Division is responsible to coordinate closely with the Army National Guard and Air National Guard Directorates to ensure manning of the National Guard Bureau Staff is in accordance with Chief, National Guard Bureau requirements and directives. The Personnel Services Division also provides education and training opportunities that are not service specific. Core functions: (1) National Guard Bureau Joint Staff management, (2) contract manpower equivalent and active duty for special work management for National Guard Bureau Joint Staff.

a. Ensures all appointments of all officials and personnel of NGB comply with the applicable Department of the Army and Department of the Air Force personnel and manpower rules and regulations. (CNGB Function)

b. Reviews JTD/TDA/UMD manpower requirements and authorizations, and makes recommendations to Chief, National Guard Bureau on manning requirements within the National Guard Bureau Staff.

c. Establishes, documents, and coordinates manning for National Guard Bureau Staff assignments as directed by the Chief, National Guard Bureau. This includes the responsibility to obtain Chief, National Guard Bureau approval on manning all Title 5/10 positions external to the NGB staff that are not embedded in a service component.

d. Responsible for development of a manning and rotation plan for the National Guard Bureau Joint Staff.

e. Manages the National Guard Bureau joint assignment list, which governs the number of approved assignments and billets within the National Guard Bureau Joint Staff.

f. Responsible for program management and accounting of contract personnel assigned against JTD/TDA/UMD positions on the National Guard Bureau Joint Staff (Contract Manpower Equivalent).

g. Responsible for program management and accounting of active duty for special work (ADSW) personnel assigned to the National Guard Bureau Joint Staff.

h. Responsible for Human Resource life-cycle management of personnel on the National Guard Bureau Joint Staff JTD/TDA/UMD.

i. Serve as MAJCOM for Title 5, USC ANG Base Support Programs.

2.5.4. Support Programs

Primary point of contact for quality of life and well being within the National Guard. Provides advice and recommendations to the Chief, National Guard Bureau (CNGB) on matters concerning approved Family Readiness, Employer Support Guard Reserve (ESGR), Athletics and Youth Development (AY) and Education programs and informs him of the performance of missions and status of each program. Provides subject matter expertise, information, advice and assistance to the states and territories by assessing individual state needs regarding the sustainment of programs including advice on funding, policy, planning, staffing, state plans, and cooperative agreements. Represents the CNGB at various meetings such as DOD/OSD and conducts intergovernmental coordination. Provides liaison with public and government agencies in any aspect of the support programs including funding, implementation and development.

a. Directs the management, development, evaluation, review, long-range planning, budget planning, and implementation of the National Guard (NG) national youth programs conducted by the NG communities throughout the United States and its territories. Ensures the submission of accurate and timely Program Objective Memorandums (POM) and Presidents Budget Estimate Submissions (FBES) as required by Maintenance of Effort and OSD.

b. Formulates, develops, and/or revises NG youth program functional and operational policy. Functional policy includes program, personnel, manpower, budget, training, and legal related policy issues. Operational policy includes long-range planning, programming, budgeting, accounting, evaluation, and program management guidance.

c. Formulates plans, policies, and procedures, and directing the NGB Military Competitions Programs. Establishes policy and guidance for administration of competitive sports and competitive athletic training programs allowing Guard athletes to reach their highest levels of amateur competition. Establishes priorities and provides guidance to State competitive sports and sports training offices. Develops and coordinates funding requirements for the NGB Military Competitions Programs Office and takes necessary action to obtain and utilize funds in accordance with budgetary requirements.

d. Primary point of contact within National Guard Bureau for development, implementation, and oversight of required joint service training requirements and programs for personnel assigned to joint positions. Through the J1, provides Chief, National Guard Bureau with feedback and input on Joint Staff training programs and proposals.

e. Responsible for coordinating National Guard Bureau involvement with intra- and inter-service educational programs as they relate to readiness and mission accomplishment, to include executive leadership development programs. Addresses the state and NGB educational opportunities that are not service unique by providing policy and educational opportunities that benefit all services as well as the civilian workforce.

f. Develop policies and initiatives for the well being of all Guardsmen, Reservists, DA/DAF civilians, and their families.

g. Integrate (where appropriate) and monitor all DOD programs relating to the well-being of soldiers, airman, and sailors, DOD civilians, and their families to include command programs, compensation, health care, housing and workplace environment, education, family programs, and morale that impacts soldiers and DOD civilians.

- h. Responsible for enhancing the quality of life for all Reservists, their families and the communities in which they live by establishing and facilitating ongoing communication, involvement, support, and recognition.
- i. Responsible for development of policies and procedures for the Quality of Life Family Program at the national and state levels.
- j. Procuring, distributing, and monitoring the services' appropriated funds and non-appropriated funds for national family programs budgets.
- k. Responsible for development and delivery of Family Program resources, training, guidance, support, and materials for the States and Territories, to include volunteer policy and guidance.
- l. Evaluating and monitoring family readiness throughout the nation and providing ongoing assessment and evaluation of the Family Program.
- m. Responsible for program development, staffing, and execution of a employer support program within the Joint Force headquarters for the states/territories in consonance with national Employer Support for Guard and Reserve (ESGR) initiatives that supports all seven reserve services.
- n. Primary point of contact/liaison to OSD Employer Support for the Guard and Reserve.

2.6. Intelligence (J-2)

Serves as the primary advisor to the Chief, National Guard Bureau, Deputy Chiefs, and The Adjutants General of the 54 states and territories for all intelligence related matters to include, but not limited to, current intelligence and foreign threat information, situational awareness, intelligence policy for the Joint Forces Headquarters' J-2, intelligence functional area, joint intelligence policy and programs, and Special Security Office operations.

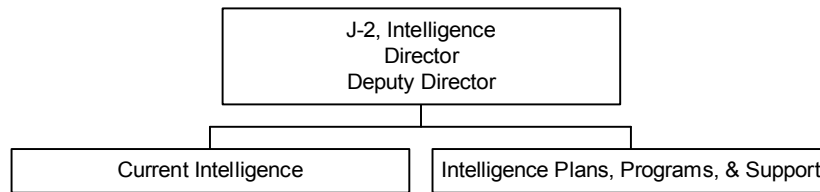


Figure 6. Intelligence (J-2)

2.6.1. Current Intelligence

- a. Provides current intelligence and situational awareness to the CNGB, Deputy Chiefs, The State Adjutants General, and State Joint Forces Headquarters Staffs via timely and accurate intelligence.
- b. Supervises and executes Intelligence Oversight training for NGB Joint Staff personnel.
- c. Coordinates and facilitates Sensitive Compartmented Information Facility policy with the State Joint Forces Headquarters Staffs J-2's.
- d. Manages the J-2 current intelligence cell located within the Chief's Combined Information Coordination Center (CCICC), providing a full-spectrum of intelligence operations and analysis.
- e. Perform Special Security Office operations in support of protection of classified intelligence products and materiel.

2.6.2. Intelligence Plans, Policy, and Support

- a. Develops intelligence policy for State Staff J-2’s in coordination with the service/component.
- b. Provides intelligence liaison with other Joint Staffs’ intelligence functional areas.
- c. Prescribes intelligence support procedures for Homeland Defense and Security (HLD/S) and MSCA missions involving the National Guard.
- d. Coordinates on all joint intelligence policy and programs for NGB.
- e. Facilitate policy implementation and management of the Joint Reserve Intelligence Program and other funded reimbursable programs.

2.7. HD/JDOMS, Homeland Defense/Joint Directorate of Military Support

The HD/JDOMS Directorate assists the Chief NGB, Army and Air Directors of NGB, the various states, territories, and District of Columbia, Joint Staff, and designated Combatant Commanders to provide situational awareness, direction, and integration of planning, training, exercises, and joint military/civil support operations. It also supports and serves as the channel of communications between the Services and the National Guard of the States, Territories, and the District of Columbia, as well as other internal and external agencies. These capabilities will enhance the CNGB’s ability to influence key planning and programming processes and better position the National Guard for the future. HD/JDOMS tasks begin with the initial planning (Deliberate Planning Process and Crises Action) and extend through the integration and coordination of support to joint operations execution and force redeployment.

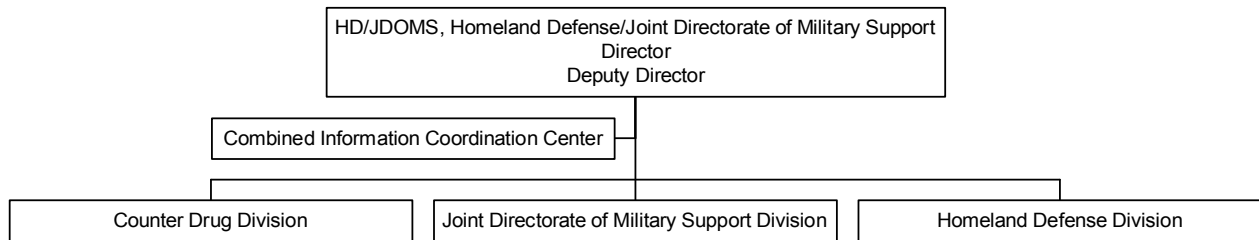


Figure 7. NGB HD/JDOMS Organization

HD/JDOMS Directorate’s, Divisions and personnel are responsible for the following functions:

- a. Facilitating and supporting the training of members and units of the National Guard to meet State requirements.
- b. Coordinates with the Departments of the Army and the Air Force, the use of National Guard personnel and resources to mobilize and deploy for Federal and State requirements.
- c. Prescribes the training discipline and training requirements for the Army National Guard and Air National Guard units conducting CBRNE response and CM operations.
- d. HD/JDOMS responsibilities include, but are not limited to, Counter Drug, Homeland Defense, and Homeland Security missions. In addition HD/JDOMS will establish, maintain, and supervise the Chief NGB Combined Information Coordination Center (CCICC). HD/JDOMS will manage operational support for specified programs, e.g. National Guard Civil Support Teams (CST), National Guard CBRNE Enhanced Response Force Package (NGCERFP), Open Source Information Systems (OSIS), National Guard Reaction Forces (NGRF), and NG CIVA Teams.

e. HD/JDOMS is responsible to the CNGB for National Guard support to DOD, ASD/HD, Joint Staff and the Respective Services for operational support, policy, and response to the DOD Homeland Security Missions. HD/JDOMS focuses on both the National Guard's primary responsibility to support preparation of forces to fight and win the nation's wars and Homeland Security as defined by DoD. See the NGBM 10-5 Glossary (Revised).

f. HD/JDOMS is responsible to assist the National Guard Bureau Army and Air Staffs to maintain and provide resources for the Guard's warfighting capability, and the Services focus on organizing, training, and equipping units for employment by the unified combatant commands. This priority of effort gives the National Guard the capability to fulfill a variety of homeland security related functions. These functions span a range of missions that could include the traditional warfighting requirements associated with defeating an external threat, to the non-combat tasks associated with supporting civil authorities in domestic consequence management for natural disasters and terrorist attacks.

g. Formulates NG Joint CBRNE/CM policies.

h. Facilitate DOD guidance on allocation of NGB resources related to Joint CBRNE response & domestic CM, and other Homeland Defense/Civil Support.

i. Provide oversight capability and establish Open Source Information System (OSIS) capabilities for NGB and all states for collection and analysis of homeland security information.

j. As stated in Joint Pub 0-2, "Unified Action Armed Forces (UNAAF)," the Operations Directorate "assists the commander [CNGB] in the discharge of assigned responsibility for the direction and control of operations, beginning with planning and follow-through until specific operations are completed. In this capacity the directorate plans, coordinates, and integrates operations. The flexibility and range of modern forces require close coordination and integration for effective unity of effort."

k. HD/JDOMS Directorate is the staff proponent responsible for the direction and control of all operations to include war operations and operations other than war. HD/JDOMS Directorate is responsible for creating and maintaining unity of effort within the staff and among other agencies by way of effective integration, synchronization, and coordination of all resources.

l. Support Unified Combatant Commanders derived missions from strategy based on the National Guard mission analysis process.

m. Develop operational doctrine support concepts for the National Guard that are consistent with USC Title 10 and 32.

n. Supervises NGB JDOMS

o. Supervises NGB Counter Drug Division

p. Supervises NGB Homeland Defense Division to include the National Guard Weapons of Mass Destruction Civil Support Teams (WMD-CSTs)

q. Plans, programs, and oversees the National Guard's Civil Support (CS) mission to assist the civil authority in responding to and managing the consequences of a Chemical, Biological, Radiological, Nuclear, and high-yield Explosive (CBRNE) incident/accident. Acts as the focal point within the Air National Guard and Army National Guard for all matters and activities pertaining to CBRNE Consequence Management

r. Implements Department of Defense guidance on the allocation of Army National Guard and Air National Guard forces and resources for the CBRNE response and domestic Consequence Management (CM) operations.

s. Prescribes the training discipline and training requirements for the Army National Guard and Air National Guard units conducting CBRNE response and CM operations.

t. Monitors and assists the Adjutants General and the States in providing well-trained and well-equipped Air National Guard and Army National Guard forces and resources to the Unified Combatant Commander (UCC) for

CBRNE response and CM operations. Facilitate and coordinate with the Services and the UCCs National Guard CBRNE CM support for contingency operations, National Security Special Events, and military support to the civil authorities.

u. Supervises the Prepares overall budget preparation and justification of the National Guard budget for this mission area and ensures submission to the NGB Joint Staff J-8 for inclusion the NGB submission to the Service Program Objective Memorandums (POM), and oversee the receipt of funds and transfer allocations ensuring execution in accordance with applicable plans and programs approved by the J-8.

v. Identifies Operational Requirements Documents (ORD's) and Mission Need Statement (MNS) for Provides NGB CBRNE CM mission unique equipment, and sustainment,.

w. Schedules and programs for Joint Exercise support. Ensure interoperability and standardization for National Guard units conducting CBRNE response and CM.

x. Leverage ongoing science and technology efforts to support this aspect of the National Guard's civil support mission.

y. Formulates CBRNE CM policies and programs and oversees implementation. Provides Air and Army National Guard input for the Defense Planning Guidance and Six-Year Defense Plan preparation in conjunction with NGB J-8, as well as the Quadrennial Defense Review.

z. Monitors CBRNE CM operations and oversees the readiness of National Guard units conducting this mission and coordinate multi-state support and nation-wide coverage.

aa. Acts as the office primarily responsible for the career management and progression of officers and soldiers assigned to this mission.

2.7.1. Joint Directorate of Military Support (JDOMS) Division

The Chief, National Guard Bureau (CNGB) has overall responsibility for the Military Assistance to Civil Authorities (MACA) Programs in the National Guard. The National Guard Bureau Homeland Defense, and Joint Directorate of Military Support (HD/JDOMS) is the Executive Agent for coordinating NGB domestic MSCA support operations. As the Executive Agent for coordinating domestic MACA support operations, HD/JDOMS develops MACA plans, issues necessary planning guidance, and establishes implementing procedures.

HD/JDOMS capabilities will address responsive staff action to support NGB as the channel of communications within the Army and Air National Guard Bureau Staffs, to the various States, and through DOD, to DHS, ASD/HS, Joint Staff, and Joint Staff JDOMS, and with the Regional Combatant Commanders (RCC) NORTHCOM, PACOM, and SOUTHCOM, including subordinate Joint Task Forces for HLD and HLS.

JDOMS is functionally organized with a Current HS/CS Ops, Current HS/CS Plans, and HS/CS Guidance & Policy Sections to provide channel of communication, coordination, and support to the 54 States and Territories Joint Task Force Headquarters (State JDOMS), Joint Staff DOMS, and NORTHCOM for crisis and consequence management support operations during disaster, catastrophe, or planned security event requiring Military Assistance to Civil Authority (MACA.) This includes “all hazards” Civil Support , Military Support to Civil Authority, Military Assistance for Civil Disturbance (MACDIS), Military Support to Law Enforcement Agencies, and all other Homeland Security missions by National Guard forces in T10, T32, and State Active Duty statuses in the several states. States are responsible for establishing military assistance programs and coordinating with HD/JDOMS.

a. NGB JDOMS accomplishes an initial assessment of whether NGB should respond using a five point test defined in DoD Directive 3025.15:

b. Legality: Posse Comitatus, the economy act, etc.

c. Lethality: Is there a potential for National Guard to have to use lethal force?

- d. Cost: Is the other agency reimbursing National Guard for support or requesting a SECDEF waiver?
- e. Risk: Is there a potential for harm to National Guard personnel/equipment? Does the support negatively impact readiness?
- f. Appropriateness: Is another entity better suited to perform this function? Does it put the National Guard in competition with private contractors?
- g. JDOMS conducts informal staffing with key NGB organizations (OSD General Counsel and Exec Sec, USD (Policy-to include transportation policy), ASD/HD, the Joint Staff J-3, JS-JDOMS, NGB-ARO and NGB-XO, Service Staffs, the Supported and Supporting Unified Combatant Commanders (UCC), and the Joint Force Provider (typically JFCOM) and/or Service Component Commanders, for example, the USNORTHCOM Army Component Commander is FORSCOM to begin planning the execution and coordinating an execute order.
- h. Potential NGB JDOMS roles and functions in the MACA process:
 - 1. MACA Planning: Interfacing between the National Guard state planners and the UCC e.g. NORTHCOM Joint Planning Group (JPG). Represent the TAGs in the JPG during both Deliberate and Crisis Action Planning. JDOMS will represent how the National Guard operates under SAD, USC Title 32, and Title 10. The capabilities it provides, and the peacetime command and control (C2) structure and operations.
 - 2. Policy: The DOD implementation guidance for HLS has directed the re-drafting of all of the DoD Directives and Instructions related to MACA (3025.XX). This is likely to be a major undertaking over the next 12-24 months that will define how DoD does MACA. NGB JDOMS in coordination with J-5/7 will represent the National Guard with knowledgeable subject matter experts during the drafting processes. Other impacts will include
 - 3. Draft, staff, and re publish numerous National Guard Regulations, e.g. NGR 500-1, DOD and JCS Publications.
 - 4. Definition in coordination with J-5/7 of the Guard's role, responsibilities, and policy in Homeland Defense and Homeland Security mission(s), situational awareness, and support to the designated Supported and Supporting Unified Combatant Commanders (UCC.)
 - 5. Integrates in coordination with J-5/7 the relationship between the National Guard and other DoD, federal, state, and local entities.
 - 6. Monitors current and planned National Guard forces capabilities and efforts for protection and consequence management from and response to CBRNE and cyber attacks.
 - 7. Is the CNGB Executive Agent to define and validate requirement for and feasibility of developing and fielding National Guard chemical-biological incident response teams.
 - 8. Schedules, monitors and participates in coordination with J-5/7 in HLD/HLS Operational Support and exercises, including integration with other federal and state agencies and state and local authorities.
 - 9. Develop plans and efforts to emphasize homeland security and defense -related operational support capabilities for the National Guard while ensuring that role of the National Guard remains Warfighting requirements as a primary mission.
 - 10. Define National Guard policy, resource constraints, and legal impediments to accomplishment of MACA activities and Support to civil authorities generally described in the three following categories:
 - (a). Domestic Relief Operations. Under current policy, military support will normally be provided only when federal, state, and local resources are unavailable and only if the support does not interfere with the Military Services' primary missions or ability to respond to operational contingencies.

(b). Military Support to Civil Law Enforcement. Military forces may provide support to civilian law enforcement agencies, consistent with the U.S. Constitution, statutes, and applicable policy.

(c). Military Support to Domestic Consequence Management in Response to a Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE) Incident. Local and state governments have primary authority to respond to the consequences of terrorism; under appropriate circumstances, the federal government provides assistance consistent with its constitutional and statutory responsibilities.

2.7.2. Combined Information Coordination Center (CCICC)

The Chief NGB Combined Information Coordination Center (CCICC) supports Chief NGB, NGB Army and Air Deputy Chiefs National Guard Bureau, the various states, territories, and District of Columbia, Services, Joint Staff, and designated Combatant Commanders to provide situational awareness, direction, support, and integration of National Guard information and support.

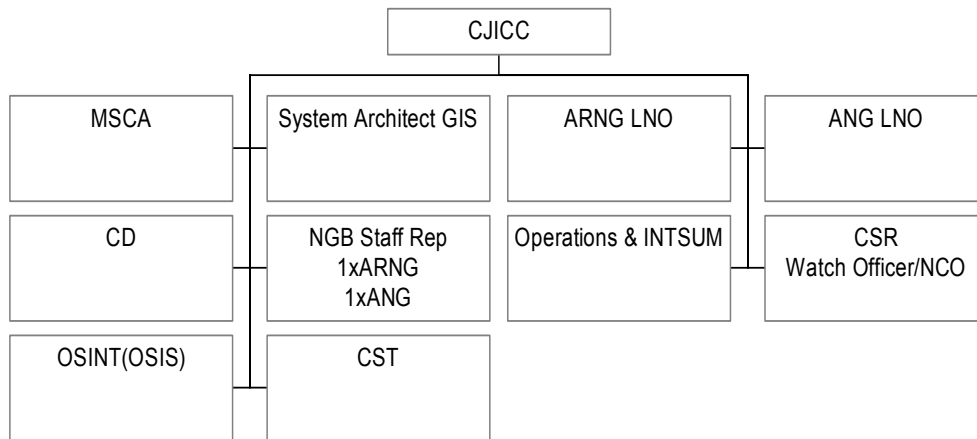


Figure 7.1. CCICC

- a. Monitor, collect and analyze data in order to develop and update the current relevant operational picture of National Guard activities.
- b. Monitor the ongoing situation of forces and continuously review their progress.
- c. Disseminates information to multiple government agencies.
- d. Schedule and conduct classified and unclassified Video Tele-Conferences (VTC).
- e. Provides 24/7 coverage to produce situational awareness for CNGB and other customers.
- f. Facilitate and manage the notification and stand-up of the Joint Staff CAT. Enabling efficient and decisive actions of the CAT to provide staff actions and decisions supporting the CNGB, DOD, and the various States during all crisis situations affecting Homeland or OCONUS military operations.
- g. Prepares Reports. The CCICC Watch Team constructs the following reports using the daily SITREPS that the states send in. Currently the OTRS database is limited in use to being kept up to date with the EIS database:
 - 1. Using the EIS database: MSCA Brief, Current Ops Brief, Daily EXSUM, Daily SITREP
 - 2. Using the Check-List Chart database: Check-List Chart , T-32 Extract

- h. Monitor the current status of National Guard forces and resources and provide information to aid in allocating and moving forces and materiel.
- i. Assist in the preparation of plans relating to current operations.
- j. Facilitate direction to component commanders and take other necessary actions as directed.
- k. Monitor the implementation of OPORDs to ensure that National Guard objectives are being met.
- l. Monitor the ongoing situation of forces and continuously review their progress.
- m. Prepare operational reports as required; also maintain a staff journal, display, and files necessary to record activities for CNGB.
- n. Evaluate actions to identify operational deficiencies and develop methods to improve National Guard joint effectiveness

2.7.3. Homeland Defense (HD) Division

HD oversees the operational support to plan, coordinate, and integrate National Guard participation in joint operations including, but not limited to, Homeland Defense, Homeland Security, Weapons of Mass Destruction-Civil Support Teams, National Guard Reaction Force (NGRF), and NG CBRNE Enhanced Response Force Package (NGCERFP) to support establishment of task forces, related policies, and joint force readiness, for National Guard Homeland Security missions. HD function as the National Guard Bureau focal point for collaboration with the Air and Army National Guard G3 and XO for all matters and issues pertaining to Homeland Defense/Security. HD Directorate's, Divisions and personnel are responsible for the following functions

- a. Serve as principal advisor to the CNGB, on operational matters for National Guard forces within the Unified Combatant Command Joint Operations Area (JOA), CONUS, PACOM, SOUTHCOM.
- b. Serve as principal advisor and administrator for the National Guard Weapons of Mass Destruction-Civil Support Teams (WMD-CST's) for budget tracking and monitoring, training oversight, personnel oversight, and logistical oversight.
- c. Recommend National Guard Supporting forces organization.
- d. Review, coordinate and make recommendations for publications of orders.
- e. Supervise the execution of the CNGB guidance.
- f. Integrate, synchronize, and coordinate resources.
- g. Assess operations for the CNGB.
 - 1. Recommend rules of engagement, in conjunction with the Staff Judge Advocate.
 - 2. Train and Exercise the joint force.
- h. Coordinate National Guard unit rotations.
- i. Direct and coordinate documentation.
- j. Establish liaison with supporting, and supported commands and agencies.

2.7.4. Counterdrug (CD) Division

Provides highly skilled personnel, specialized equipment, and facilities to support federal, state and local law enforcement agencies and community-based organizations in response to the changing drug threat. The NGB Counterdrug Office is responsible for performing the following functions:

- a. Advise the Chief, National Guard Bureau (CNGB) on matters concerning Counterdrug activities and inform CNGB of the performance of missions and status of the Counterdrug program. Counterdrug activities are defined as those measures designed to detect, interdict, disrupt, or curtail any activity that is reasonably related to narcotics trafficking. This includes, but is not limited to, measures taken to detect, interdict, disrupt, or curtail activities related to substances, materiel, weapons or resources used to finance, support, secure, cultivate, process, or transport illegal drugs.
- b. Advocate for both financial and manpower resources for the Counterdrug program to ensure capability to accomplish the Counterdrug mission.
- c. Manage the Counterdrug program to equitably meet the needs and requirements of State Governors, through the Adjutants General and the State Counterdrug Coordinators, as well as agencies and organizations supported by State Counterdrug programs and higher echelon stakeholders.
- d. Coordinate with NGB-HD, through the Joint Director of Military Support (JDOMS), in the event Counterdrug equipment and/or personnel are needed for support during civil disturbances, disasters, or weapons of mass destruction (WMD) scenarios.
- e. Integrate Counterdrug planning and programming efforts with those of NGB, OSD, ARNG, ANG, the Office of National Drug Control Policy (ONDCP), the Joint Chiefs of Staff (JCS), Joint Forces Command (JFCOM) and Northern Command (NORTHCOM).
- f. Advocate enhancing the ability of the National Guard to perform the Counterdrug mission.
- g. Manage the day-to-day operations of the National Guard Bureau Counterdrug Office.
- h. Analyze program performance evaluation and compliance to identify needed improvements.

2.8. Logistics (J-4)

Serves as the primary advisor to the Chief, National Guard Bureau for all joint logistics matters to include, but not limited to, supply, maintenance, transportation, acquisition logistics, installation/facility and environmental issues. The J-4 is the Chief, National Guard Bureau’s advocate for all sustainment/support requirements. The J-4 is also responsible for the acquisition and sustainment of unique equipment used by National Guard units in homeland defense, counterdrug operations, and civil support. The J-4 is the primary focal point for the certification and training for newly assigned United States Property & Fiscal Officers (USPFO) in the areas of property accountability (including real property) and supply management.

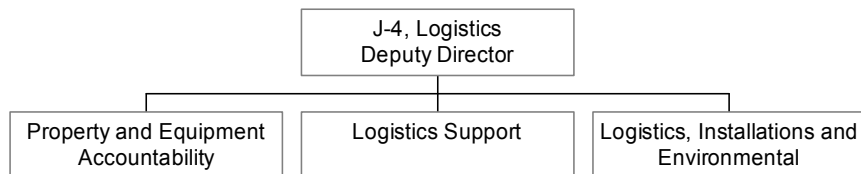


Figure 8. Logistics (J-4)

- a. Acquires equipment and supplies in support of Homeland Defense, Counterdrug, and Civil Support Joint missions based on unique National Guard requirements developed by the appropriate functional proponent.

- b. Plans and acquires the logistics sustainment of unique National Guard equipment for Homeland Defense, Counterdrug, and Civil Support concurrently with the acquisition of the end items.
- c. Develops the logistics support infrastructure required to support unique National Guard equipment purchased for Homeland Defense, Counterdrug, and Civil Support.
- d. Conducts logistics support analysis (LSA) in conjunction with the development of the Operational Requirements Document (ORD) for NGB unique and joint systems.
- e. Acquisition of equipment and the associated sustainment and supportability requirements for new NGB unique and joint missions.
- f. CNGB's advocate for all sustainment and support requirements.
- g. Certification of newly assigned USPFOs in their property accountability role.
- h. Development and execution of training of USPFOs on property management and supply and equipment accountability.
- i. Focal point for USPFO on property accountability and supply equipment issues.
- j. Advise, coordinate and facilitate logistics, installation and environmental issues coming from agencies outside of service components.
- k. CNGB's principle advisor on logistics, installation and environmental issues.

2.8.1. Property and Equipment Accountability

Serves as the Chief, National Guard Bureau's principal advisor and subject matter expert on the USPFO's property and supply/equipment accountability function. Coordinate, facilitate and oversee the Army and Air Directorate's relationship and interaction with the various USPFOs on property, supply/equipment accountability matters. Acts as the clearinghouse and single point of contact for the USPFOs with the National Guard Bureau on matters relating to property, supply and equipment issues. Responsible for developing, in concert with the Army and Air Directorates, a consolidated training course for newly appointed USPFOs on their property, supply and equipment accountability responsibilities. Oversees the execution of the training course by the Army Directorate and/or the Air Directorate.

2.8.2. Logistics Support

Responsible for the acquisition of all unique equipment and associated logistics support for Homeland Defense, Counterdrug, and Civil Support. Acts as program manager for any National Guard unique development programs and/or commercial-off-the-shelf acquisition of equipment for use in these missions. Participates in working groups to assist in developing the requirements for such equipment to ensure that supportability concerns are included in the requirement. Performs same functions for any new joint missions accepted by the Chief, National Guard Bureau. Plans for the sustainment and life cycle support of all unique National Guard equipment. Coordinates and oversees the activities of the Army and the Air Directorates in support of the Homeland Defense, Counterdrug, and Civil Support missions.

2.8.3. Logistics, Installation, and Environment

Acts as the primary advisor to the Chief, National Guard Bureau on joint logistics. Act as subject matter expert in the areas of maintenance, transportation, supply, installations/facilities and environment. Facilitates and coordinates National Guard Bureau joint logistics activities with the Office of the Secretary of Defense, Joint Staff, Combatant Commands, Department of Homeland Security, and other interested federal agencies.

2.9. Plans, Policy and Interoperability (J-5/7)

The Director, J-5/7 is charged with providing assistance to the Chief, National Guard Bureau, by:

- a. Orchestrating the creation and quality of joint strategic plans, documents and studies on current and future military strategy.
- b. Providing information, analysis, guidance and recommendations on matters regarding joint policy.
- c. Preparation and execution of National Guard positions regarding international affairs issues.
- d. Enhancement of National Guard joint force development through war plans, doctrine, education, training, exercises, sourcing and assessment of each through the analysis of exercise and real-world after action reports.
- e. Interagency and intra-bureau coordination within these areas.

To facilitate this mission, all divisions of J-5/7 accomplish the functions of:

- a. Support the National Military Strategy with NG units, soldiers & airmen
- b. Actively participate in the development of the Joint Staff Strategic Plan.
- c. Serve as NGB focal point for DOD agencies and selected organizations external to DOD on matters related to international affairs, joint strategic and deliberate plans, interagency, intergovernmental and military force policy, and joint training and doctrine
- d. Liaison with Joint and Combined operational forces, DOD, Federal and State agencies
- e. Communicate and coordinate policy issues with NGB staff, OSD and external staff as required
- f. Team with Joint Staff to ensure Total Force guidance incorporated into OPLANS, strategic plans, DPG, NMS, etc.
- g. Articulate National Guard viewpoint in J5/7 joint publications and, by comment and coordination, in outside publications
- h. Review and update all applicable Joint, NG, and Service specific regulations, instructions, manuals, and other documents.
- i. Ensure command policies are consistent with DOD and JCS directives and instructions.
- j. Participate in CNGB/VCNGB senior staff meetings and weekly updates.

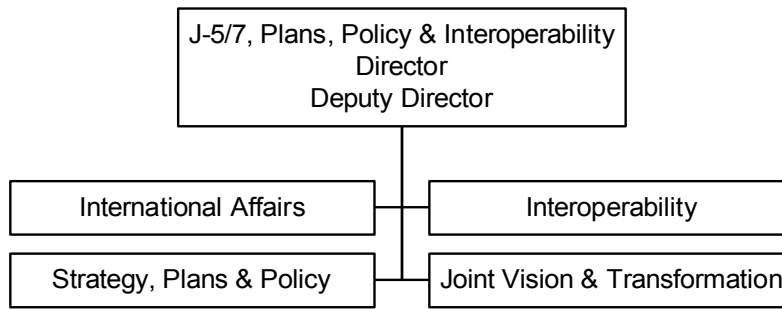


Figure 9. Plans, Policy & Interoperability Directorate (J-5/7)

2.9.1. International Affairs

- a. Develop & provide input to Combatant Commanders Theater Engagement Plans.
- b. Develop, maintain, manage & provide leadership for the NGB International Affairs program.
- c. Coordinate International Initiatives with the Interagency Working Group.
- d. Provide leadership, policy & oversight of the NG State Partnership Program.
- e. Coordinate all Joint DOD & Interagency International Affairs issues.
- f. Functions as Office of Primary Responsibility (OPR) for NGB Foreign Liaison.
- g. NG Program Manager North Atlantic Treaty Organization (NATO) Partnership for Peace.
- h. CNGB representative at international working groups, conferences, & Events.
- i. Functions as NGB OPR for Partnership for Peace Information Management System (PIMS).
- j. Develop & Manage NGB International Affairs Officer Program.
- k. Support U.S. policy, aid, DOD, and other U.S. government agencies Foreign Visitors program.
- l. Support the National Security Strategy by executing coordinated missions in support of U.S. Department of State.
- m. Advise the CNGB on matters concerning International Affairs & provide status of the performance and status of International issues.
- n. Provide guidance/interface with the Senior Leadership Group on all International Affairs issues.
- o. Lead, coordinate & manage NG participation in commemorations (i.e., WWII, Korea, etc...).
- p. Plan, develop, & manage foreign trips of CNGB & VCNGB.
- q. OCR with J-1 for International Security and Civil-Military Relations Masters Degree Program.

2.9.2. Interoperability

- a. Provides CNGB situational awareness of, and an ability to influence, joint, interagency and intergovernmental exercises, joint training and joint doctrine.

- b. Synchronizes NG's role in DoD's Training Transformation (T2) initiative.
- c. Serves as the CNGB's principal liaison to J-7, the Joint Staff, and the unified commanders on matters related to joint exercises, joint training and joint doctrine.
- d. Plan and develop Joint Doctrine education and training for the NG.
- e. Ensure NGB training, mobilization and war fighting perspective incorporated into all levels of doctrine and policy.
- f. Develop operational & strategic level Joint warfighting concepts & doctrine, to maximize efficiencies of utilization of the NG force structure.
- g. Ensure National Guard issues are addressed in Joint and Service doctrine.
- h. Provide training & assistance to Combatant Commanders planning staffs.
- i. Strategic Planning and Policy for joint exercises.
- j. Manage NG Joint exercise programs.

2.9.3. Strategy, Plans, and Policy

- a. NG OPR for the National Military Strategy (NMS), the National Security Strategy (NSS), the Defense Planning Guidance (DPG), the Joint Strategic Capabilities Plan (JSCP), Joint Vision, & guidance for the Combatant Commanders Operations, Contingency & Theater Engagement Plans to ensure NG requirements are identified and postured to compete for resources. Receives/compiles inputs from other NG offices related to these documents.
- b. Relate NG force requirements to National Security & National Military Strategies and provide assessments & recommendations to NG leadership.
- c. Assumes joint responsibility as the CNGB representative for transient strategic issues such as the Quadrennial Defense Review (QDR), strategic studies and future issues.
- d. Provide integrated guidance and facilitate development of the NG strategic planning process to accomplish CNGB vision.
- e. Helps formulate and coordinate NG strategic planning efforts for all functional areas and further develop NGB positions, COAs and solutions.
- f. Coordinate and interact with external agencies (i.e., OSD, JCS, Service staffs) on all matters pertinent to joint strategic planning process and issues.
- g. Coordinate and assist the NG Service Staffs in modernizing Mobilization/Demobilization Processes and Systems
- h. Serve as liaison to States and Territories on joint strategic planning issues.
- i. Strategic Planning and Policy for Military Support to Civil Authorities (MSCA), and special training events to all 54 States and Territories.
- j. Participate in Reserve Component Employment Study(s) as applicable, while seeking missions that maximize NG current and future force structure.
- k. Coordinates and communicates policy issues with NG staff and other DoD agencies, as required.
- l. Coordinates other agencies' documents and publications affecting NG policies, as required.

- m. Provide analysis, training and assistance to Combatant Commanders planning staffs, as required.
- n. Develop/publish implementation policy for service specific plans (i.e. TAP/WMP) and the Unified Command Plan (UCP).
- o. Collaborative partnership with States/Territories to assess non-DoD planning guidance and provide policy to support deliberate plans and other Federal taskings.
- p. OCR with SJS for the “All States” Communications Program.
- q. Coordinates and prepares the annual NGB Posture Statement.

2.9.4. Joint Vision and Transformation

Develop CNGB joint vision and facilitate NG transformation.

- a. Develop transformational concepts for achieving the NG Desired Operational Capabilities.
- b. Advise CNGB, JS, OSD leadership regarding NG transformation and modernization issues.
- c. Conduct long-range force structure transformation planning for NG to meet Federal and State mission requirements.
- d. Participate in Reserve Component Employment Study(s) to enhance NG contribution to national security.

2.10. Command, Control, Communications and Computers (J-6)

Promotes and supports joint, interagency, and Joint Force Headquarters (State) Information Technology/Information Management (IT/IM) partnerships through use of National Guard IT and information sharing solutions designed to optimize Army and Air National Guard capabilities to respond to the full range of joint HD/MACA mission requirements throughout the United States and Territories, as well as other designated joint mission taskings supporting Combatant Commander requirements worldwide. The J-6 is responsible for performing the following functions:

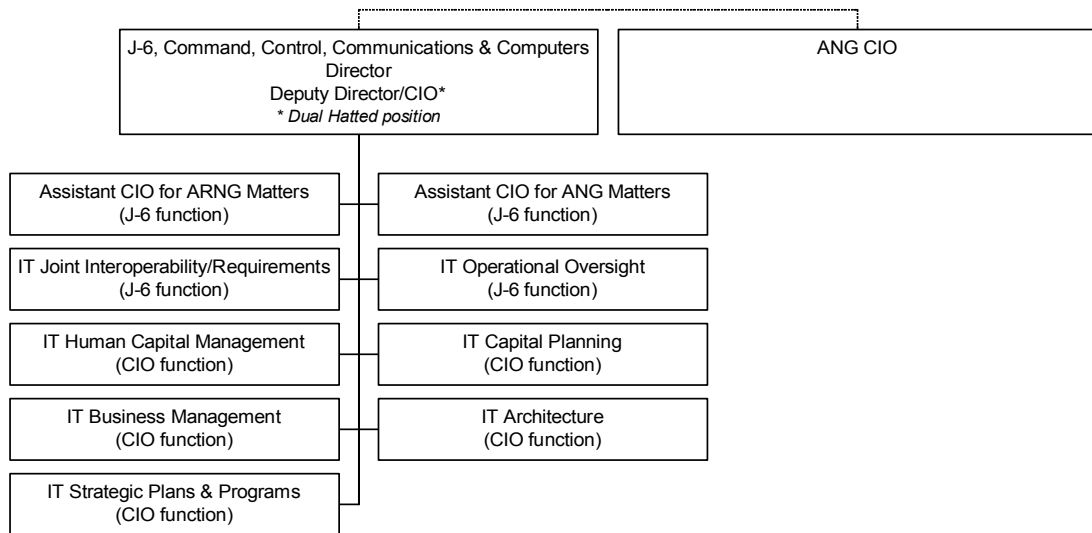


Figure 10. Command, Control, Communications and Computers (J-6)

2.10.1 Assistant CIO for ARNG Matters

Serves as technical advisor and consultant to NGB J-6/CIO for ARNG issues. The primary interface between the NGB J-6/CIO and the ARNG for IT/IM.

2.10.2 Assistant CIO for ANG Matters

Serves as technical advisor and consultant to NGB J-6/CIO for ANG issues. The primary interface between the NGB J-6/CIO and the ANG for IT/IM.

2.10.3. IT Joint Interoperability/Requirements

a. Serves as the NGB focal point for missioning, policy, planning, and oversight for new joint IT/IM mission capabilities proposed for assumption by the National Guard, e.g., concepts to leverage existing ARNG/ANG communications/IT capabilities for HD/MACA mission requirements.

b. Serves as the NGB focal point for ensuring IT network support, situational awareness, and collaborative tools support for HD/MACA crisis management requirements, both horizontally (across functional staffs, and between NGB and joint/inter-agency partners) and vertically (extending from the National–Regional–State/Local–Incident Area), to include development of appropriate MOAs/MOUs that institutionalize a framework for joint/inter-agency collaboration.

c. Represents the National Guard IT in support of NORTHCOM strategic planning processes.

d. Ensures that Joint Force Headquarters (State) IT/IM is compatible with the Army, Air Force, NORTHCOM, STRATCOM, DOD, and other agency IT structures.

e. Serves as the National Guard joint IT/IM requirements officer. Is the National Guard representative to the JROC process for IT/IM.

f. Ensures interoperability among C2 systems and coordinates National Guard survival, recovery and reconstitution system and Continuity of Operations Plans (COOP) support requirements.

2.10.4. IT Operational Oversight

a. Establishes and implements National Guard capabilities that support homeland defense/military assistance to civil authorities.

b. Provides oversight of the National Guard's Information Assurance Program.

c. Advocates National Guard participation in Joint/DOD IT demonstration projects, such as: Advanced Capability Technology Demonstration (ACTD), Joint Warrior Interoperability Demonstration (JWIC), etc.

d. Ensures that essential information services in support of National Guard COOP are available to alternate sites of the National Guard Bureau and reviews Joint Force Headquarters (State) COOP

2.10.5. National Guard Bureau Chief Information Officer (NGB-CIO). The Deputy Director J-6 is dual-hatted as the NGB-CIO (See Figure 10.)

Provides advice and other assistance to the Chief, National Guard Bureau and other senior management to ensure that information technology is acquired and information resources are managed for the National Guard Bureau in a manner that implements the policies and procedures of the Clinger-Cohen Act (PL104-106). Establishes information technology policy and standards, coordinates and integrates information technology efforts in the National Guard Bureau, ensures interoperability, reduces duplication and redundancy, and enhances the performance of the mission of the National Guard. The NGB Chief Information Officer is responsible for performing the following functions:

2.10.6. IT Human Capital Management

- a. Ensures that the National Guard Bureau's requirements for qualified information management personnel are addressed and that career development plans, programs and objectives are established.
- b. Serves as the advocate for the NG Acquisition workforce.
- c. Serves as the NGB certification official authorized to certify a National Guard individual at a specific career level in an acquisition career field.
- d. Identifies IRM training requirements.
- e. Implements the Acquisition Career Development Program (DoD 5000.52M) for the National Guard.
- f. Serves as the single point of contact within the National Guard for interfacing with the Director, Acquisition Career Management in the Departments of the Army and Air Force, the Director Acquisition, Education and Career Development, the Under Secretary of Defense for Acquisition Technology and Logistics, and the President of the Defense Acquisition University.

2.10.7. IT Capital Planning

- a. Serves as principal advisor to the Chief of the National Guard Bureau and leadership for capital planning for all information systems.
- b. Principal advisor for the C4/IT Capital Planning and Investment Program.

2.10.8. IT Architecture

- a. Serves as the principal advisor to the Chief of the National Guard Bureau and leadership for all information systems architectures.
- b. Serves as the NGB focal point for interface with NORTHCOM J-6, other appropriate Combatant Commanders, and evolving Federal/State agencies for defining and supporting joint/inter-agency HD/MACA infostructure architectures.
- c. Responsible for the development of the National Guard's Information Assurance Program.
- d. Serves as the National Guard's IT Enterprise Architect.
- e. Promotes the application of proven advanced technology techniques, procedures and methodologies across the National Guard management processes and their associated information systems.

2.10.9. IT Strategic Plans and Programs

- a. Serves as the principal advisor to the Chief of the National Guard Bureau and leadership for strategic plans and programs for all information systems.
- b. Serves as principal focal point in the National Guard Bureau for information management matters with Congress, General Accounting Office, Office of Management and Budget (OMB), other federal agencies Department of Defense (DOD), Joint Staff (JS) academia, and industry.
- c. Serves as functional proponent for the business/functional process improvement program.
- d. Participates in strategic planning and programming processes within the Federal and DOD CIO Communities.
- e. Responsible for NGB IM/IT Strategic Plan and planning processes.

- f. Performs strategic planning for interoperability of IT support for the National Guard and other agencies.

2.10.11. IT Business Management

- a. Provides oversight of IT resource allocation processes.
- b. Controls funding for the Office of the J-6/CIO.

2.11. Force Structure Resources and Assessment (J-8)

The J-8 is responsible to the CNGB for resource oversight, guidance, policy, procedures, performance metrics, and operational contracting. It is also charged to provide Joint Strategic Resource planning; capabilities based planning and analysis; and overall program requirements analysis and validation. These capabilities will enhance the CNGB’s ability to influence key planning and programming processes and better position the National Guard for the future.

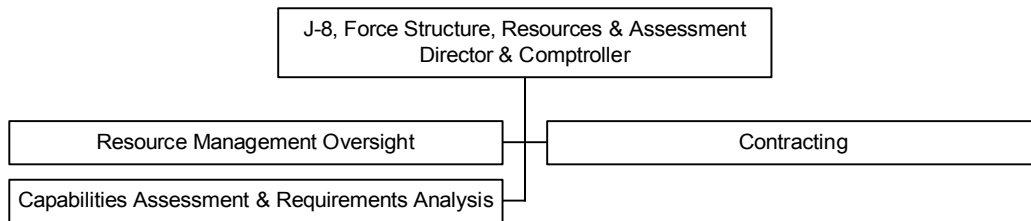


Figure 11. Force Structure Resources and Assessment (J-8)

2.11.1. Resource Management Oversight

- a. Provide oversight capability by establishing a formal chain of custody for resources from CNGB to Deputy Director, J-8 to the ARNG and ANG director’s for execution.
- b. Determines and allocates resource requirements to accomplish NGB Joint Staff missioning, functions, and operations.
- c. Serves as NGB Joint Staff point of contact for ARNG and ANG for PPBES processes.
- d. Serve as member of ARNG Program Budget Advisory Committees, Program Evaluation Groups/ANG Financial Working Group (FWG)/Financial Management Board (FMB) and Corporate Practices, etc.
- e. Review ARNG/ANG obligation plans, Funding Allotment Targets, obligations and reconciliation’s. Conduct periodic review and analysis of NGB Joint Staff budget execution.
- f. Perform liaison among NGB-ARC, NGB-ARA, NGB-ARZ-RM, ANG/FM, ANG/XP and offices of the NGB Joint Staff.
- g. Monitor performance of the NGB Joint Staff in managing assigned accounts to ensure obligations are properly controlled, and in a timely manner. Notify NGB Account Program Managers and/or Office Chiefs of any discrepancies.
- h. Lead NGB Joint Staff Management Control Program and ensure compliance with ARNG and ANG Management Control Programs.
- i. Submit NGB Joint Staff RM accounting documentation to DFAS.
- j. Provide resource oversight and guidance to all NGB J-staff elements and programs.

- k. Responsible for NGB resource guidance, policy and procedures.
- l. Ensures the integration of National Guard financial management systems with those of the Army, Air Force and DoD.
- m. Responsible for developing and coordinating National Guard resource management best business practices.
- n. Coordinates efforts for the NGB Joint Staff for all external audit reviews.

2.11.2. Capabilities Assessment and Requirements Analysis

- a. Interpret and influence the Defense Planning Guidance, Integrated Priority Lists, the POMs of the Services, and UCC's to ensure joint capability requirements are identified and postured to compete for resources.
- b. Is the primary lead to coordinate NGB efforts to influence the Combatant Commander's Integrated Priority List (IPL). This effort would be done in coordination with the J-5/7.
- c. Incorporate Total Force guidance and National Guard equities are incorporated into Strategic Plans, Defense Planning Guidance, and other OSD/CJSC guidance documents as appropriate.
- d. Coordinate NGB force development and requirements to ensure National Guard Joint capability opportunities are examined and CNGB priorities are met.
- e. Provides policy and guidance on modernization goals for the National Guard.
- f. Responsible for NGB performance metric development and assessment of Army and Air specific missions.
- g. Responsible for promoting the reform of infrastructure, assessing the impact of reform, and assessing the provision of common support functions.
- h. In coordination with J-5, responsible for advising the CNGB on force structure capabilities to ensure integration with resources, strategy, deliberate planning and current operations.
- i. Provides the linkage between National Guard strategy, force structure, and resources.
- j. In coordination with J-7, responsible for studies and analysis of exercises, demonstrations, experiments, and war games.
- k. Facilitator/coordinator for integration of planning and prioritization of resources to accomplish National Guard Joint objectives.
- l. Costs and analyzes new and proposed programs, as well as new mission requirements.
- m. Conducts capabilities based planning.

2.11.3. Contracting

Provides the full range of operational contracting, procurement services for the NGB in the National Capital Region (NCR). The NGB Operational Contracting Division also provides nation-wide procurements where requirements are applicable to multiple states, and provides government-wide contracting support through the issuance of Government-Wide Access Contracts. The NGB Operational Contracting Division is also responsible for performing the following functions:

- a. Provides presolicitation assistance in the development of requirements. Includes development and/or refinement of the Statement of Work, Independent Government Estimate, Source Selection Criteria and Past Performance Evaluations.

- b. Participates in Acquisition Planning Boards.
- c. Assists in the development of acquisition plans, source selection plans, source selection organization, trains source selection panel, and guides source selection activities.
- d. Provides advice in the decision-making process relating to MIPR's, off-loading of requirements, type of contract, period of performance, multi-year, options, and post-award contract administration for the NCR.
- e. Trains and appoints Contracting Officer's Representatives (COR).
- f. Performs contract award activities, including selecting the contractor, and ensuring contract documents are correct and in compliance with applicable regulations.
- g. Performs contract post-award activities, including all contract administration, ensuring contractor's performance is in accordance with the terms and conditions of the contract, obtaining inspection and acceptance of goods and services, certifying and processing invoices for payment, and closeout of completed contracts.
- h. Develops Government-Wide Access Contracts and maintains a viable Work for Others Program.
- i. Provides customer training in all facets of contracting, and specialized training including, Contracting Officer's Representative, Statement of Work writing, Government Purchase Card, Procurement Ethics, and Contracting Overview for Executives. Participates in training conferences.
- j. Administers the Government Purchase Card Program (GPC) for NGB in the NCR including training, opening accounts, closing accounts, issuing cards, performing required inspections, monitoring quarterly and semi-annual reports and submitting reports to the GPC Agency Program Coordinator.
- k. Maintains close liaison with customers and acquisition team members, including, legal, finance, COR, property book and security.
- l. Participates in CNGB/VCNGB senior staff meetings and weekly updates.

Chapter 3
Army National Guard Directorate

3.1. Director, Army National Guard (Deputy Chief, NGB) (NGB-ARZ)

Performs those administrative and operational functions required of the Chief, National Guard Bureau (CNGB), pertaining to the Army National Guard (ARNG). The organization of the Office of the Director, Army National Guard and the operating staff divisions thereunder, with specific functions and responsibilities will be prescribed by the CNGB. The Army Directorate is responsible for performing the following functions:

- a. Participates with the Department of the Army Staff in the development of programs, policies, concepts and plans pertaining to the ARNG.
- b. Develops and administers the detailed programs required for the operation of the ARNG.
- c. Participates with and assists the States and Territories in the organization, maintenance and operation of the ARNG units to provide trained units capable for service in time of war or emergency.

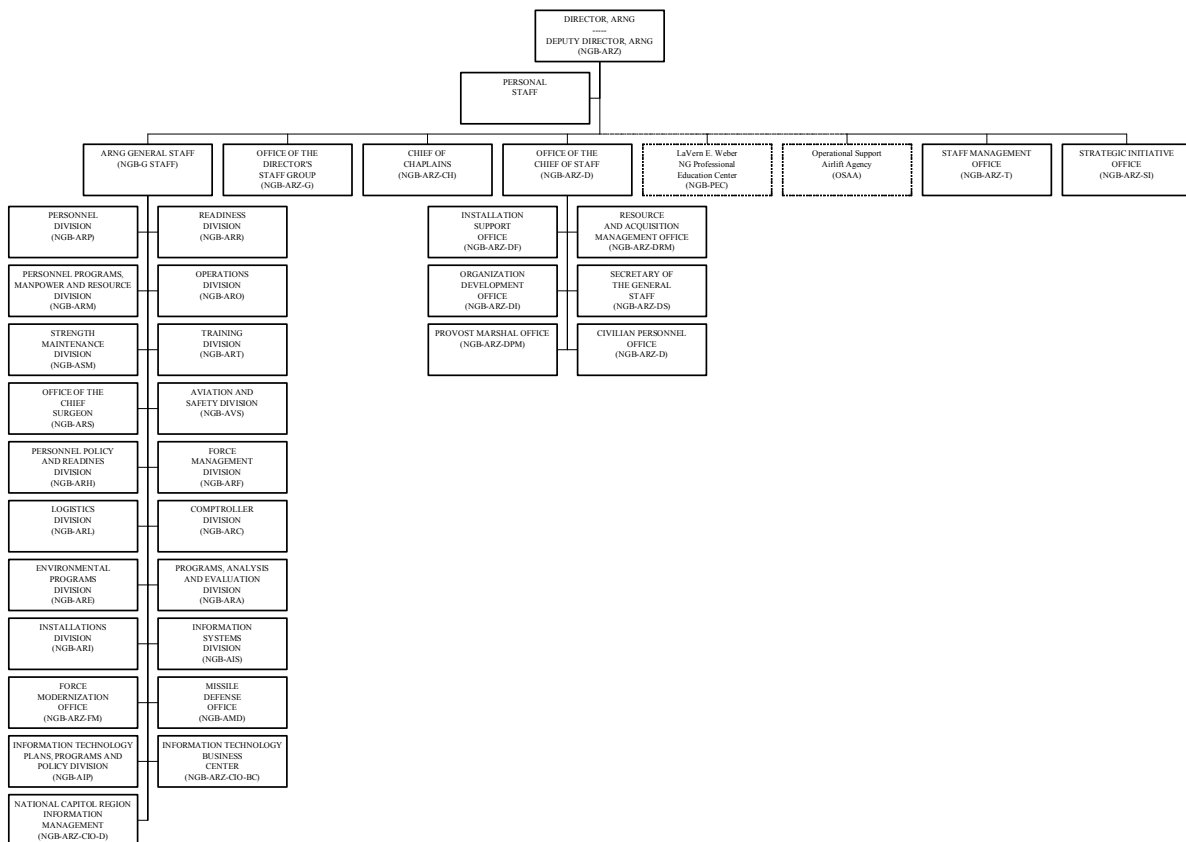


Figure 3.1. Army National Guard Directorate

3.2. Deputy Director, Army National Guard (NGB-ARZ)

Acts for the Director, Army National Guard (DARNG) in his absence. Assists the DARNG in carrying out the functions of the Army Directorate. The Deputy Director, ARNG is responsible for performing the following functions:

- a. Focuses efforts through the individual ARNG divisions and offices.
- b. Coordinates the efforts of the MACOM ARNG Deputy Commanding Generals (DCGs) and Special Assistant General Officers (GOs).
- c. Provides administrative assistance for correspondence, travel orders, and transportation.

3.3. Army National Guard Personal Staff (NGB-ARZ)

Provides and coordinates personal administrative support for the DARNG to include correspondence, travel orders, calendars, and other administrative support as required. The ARNG Personal Staff is responsible for performing the following functions:

- a. Supervises DARNG personal and office calendar/schedule.
- b. Provides staff with input from DARNG on ARNG staff actions.
- c. Serves as DARNG's point of contact for Headquarters, Department of the Army (HQDA) staff.
- d. Ensures all actions provided for DARNG have been coordinated and cleared by Chief of Staff (CofS) office and other ARNG leadership as appropriate.
- e. Provides correspondence review and staff action control.
- f. Manages Command Group travel budget.
- g. Command Group transportation support.
- h. Supply Noncommissioned Officer (NCO) for DARNG, Deputy Director, Army National Guard (DDARNG), and Command Sergeant Major (CSM).
- i. Primary Hand-Receipt holder for DARNG, DDARNG, CSM hand receipted items.
- j. CSM provides advice to Command Group on NGB policies affecting ARNG enlisted soldiers. Conducts CSM visits, seminars, and conferences. Acts for DARNG on enlisted board actions.

3.4. Army National Guard Directorate General Staff (NGB-ARZ)

Provides advice to the Command Group and the ARNG Divisions and Offices on planning, policy, and implementation of ARNG programs. Formulates and coordinates the strategic planning efforts for each individual functional area. The ARNG Directorate General Staff is responsible for performing the following functions:

- a. Represent the DARNG when DDARNG is unavailable. Provide support to the Chief and Vice Chief, National Guard Bureau and NGB Joint Staff personnel.
- b. Ensure actions are in compliance with Chief, NGB and DARNG guidance and integration with other General Staff members.

- c. Serve as personal advisor to the Command Group for their respective functional area.
- d. Serve as ARNG liaison to customer functional groups (i.e., USPFO, POTO and other State elements).
- e. Develop and recommend approval of policy within functional area for ARNG staff and State, Territory, and District of Columbia operations.
- f. Secure and distribute resources in support of validated mission requirements.
- g. Provide guidance in MDEP development within assigned PEG, assure compliance with PEG strategy and execution of MDEP submissions to DA MDEP managers, and represent ARNG at MDEP presentations to PEG administrators and chairs as necessary.
- h. Provide guidance in an integrated manner for the development of the ARNG strategic planning process to accomplish the Chief, NGB and DARNG visions.
- i. Act as “channels of communication” between the States/Territories/District of Columbia, NGB, DA, OSD, and JCS staffs to influence open communication and enhance AC/RC integration.
- j. Provide oversight, mentoring, and senior leadership to ARNG divisions and offices.
- k. Perform administrative functions as required.
- l. Supervise personal staff, provide career counseling, and ensure professional and personal accountability.

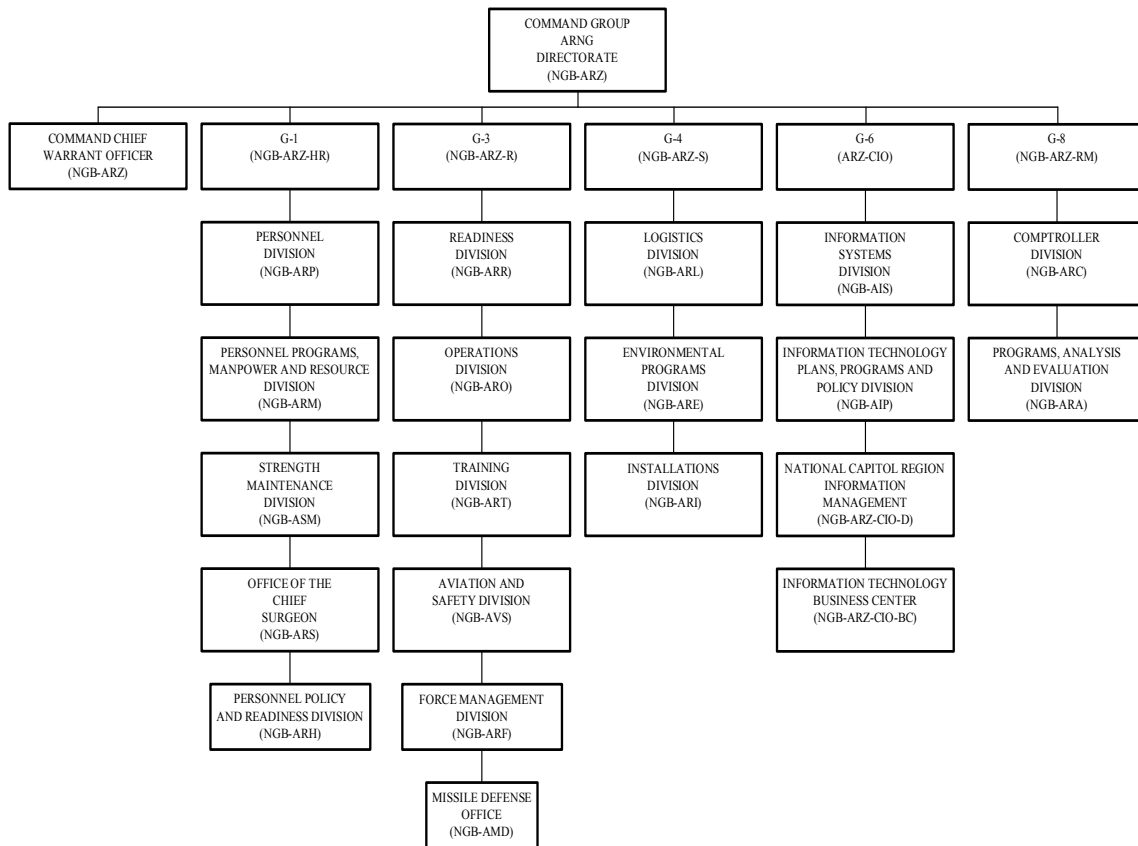


Figure 3.4. Army National Guard Directorate General Staff (NGB-ARZ)

3.5. Army National Guard Office of the Director's Staff Group (NGB-ARZ-G)

Provides quality, professionally designed publications and/or communications materials for use by the ARNG Directorate for internal and external distribution and use. Facilitates the strategic planning process for the ARNG, especially as it relates to the Quadrennial Defense Review (QDR) and the National Military Strategy. The ARNG Office of the Director's Staff Group is responsible for performing the following functions:

- a. Provide communications support and policy review for the Army National Guard (ARNG) Directorate.
- b. Provide program oversight for all communication plans and tools used to execute those plans.
- c. Coordinate with the ARNG Directorate/Division personnel to develop clear, concise and accurate materials to be used to transmit information by means of speeches, articles, graphics, publications, and education/idea transmittal products.
- d. Write, update and maintain current information for the ARNG Internet website. Manage the ARNG Internet website to include current and pertinent information, data, and senior leaders' areas of emphasis.
- e. Research, write, and edit articles that are designed to convey a positive and focused image of the ARNG. Write and edit speeches and briefings so that they also provide a positive and focused perception, accurate information aimed at increasing the knowledge and understanding of the ARNG warfighting, domestic support, and influencing capabilities.
- f. Coordinates with all ARNG Divisions on all matters pertaining to strategic planning issues such as force structure, modernization, transformation, and readiness.
- g. Formulates and develops ARNG positions, courses of action and solutions to strategic planning issues and concerns. Recommends these positions to the ARNG leadership and implements them as required.
- h. Coordinates and interacts with external agencies such as OSD, JCS, DA and DA staff on all matters pertinent to the strategic planning process and issues.
- i. Serves as the liaison to the States and Territories on strategic planning issues. Also, serves as an intermediary for the States and Territories to the ARNG staff.

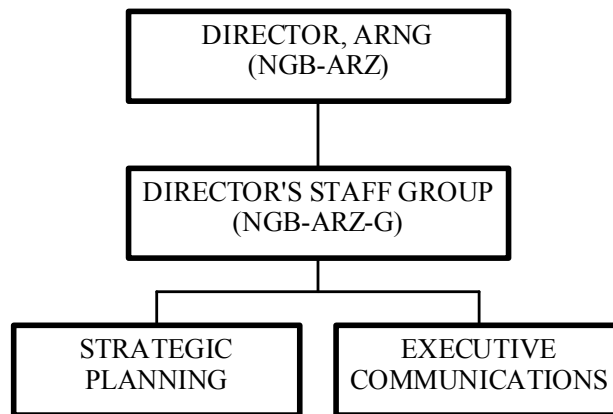


Figure 3.5. Army National Guard Office of the Director's Staff Group (NGB-ARZ-G)

3.6. Army National Guard Office of Staff Management (NGB-ARZ-T)

Directs all aspects of the life cycle management of the Title 10 Active Guard and Reserve (AGR) personnel system to include structure, acquire, distribute, develop, sustain, compensate and separate. Structures the Title 10 manpower requirements and authorizations; establishes applicable personnel policies; serves as proponent for all Title 10

personnel information management systems; and provides fiscal management of personnel compensation systems. Develops and manages all applicable special programs and ensures regulatory, statutory and policy procedures are observed from acquisition to separation of the Title 10 force. The ARNG Office of Staff Management is responsible for performing the following functions:

- a. Acquire, distribute, develop, manage, sustain and separate the Title 10 AGR Force.
- b. Structure the Title 10 personnel requirements and authorizations to support the ARNG Directorate priorities and mission.
- c. Distribute the Title 10 AGR force in support of the directorate's priorities and mission critical positions.
- d. Proponent for Title 10 functional area life cycles within each career field IAW Officer Personnel Management System (OPMS) XXI or Career Management Fields.
- e. Establish and effectively communicate personnel polices and procedures to sustain the life cycle management of the Title 10 force.
- f. Plan, program, budget and execute PCS Travel Budget resources to support the Title 10 program.
- g. Establish, effectively communicate and execute fair and equitable personnel polices and procedures to sustain the life cycle management of the Title 10 force.
- h. Proponent for NGB Tables of Distribution and Allowances (TDA), and implementation of manpower guidance and Programs.
- i. Coordinate, assess and submit Schedule 8 requirements to HQDA for TDA requirements and authorizations.
- j. Proponent for manpower interface with budget cycles for the civilian work force authorized on NGB TDAs.
- k. Manage NGB civilian authorizations, and is the proponent for all Requests for Personnel Actions for the civilian work force authorized on the six TDAs managed by the TDA Manpower Section.
- l. Proponent for doctrine and standardization of TDA organizational structure.
- m. Program and manage resources to sustain the civilian work force authorized on NGB and ANG TDAs.
- n. Proponent for Equipment documentation for the NGB and ANG TDAs.
- o. Proponent to Interface with HQDA to Integrate Manpower-Personnel Allocation/reallocation.
- p. AMHA, MDEP, and AMSCO manager for six NGB TDAs.
- q. Proponent for the Civilian Substitution Program.
- r. Proponent for Force Integration IAW AR 71-32.

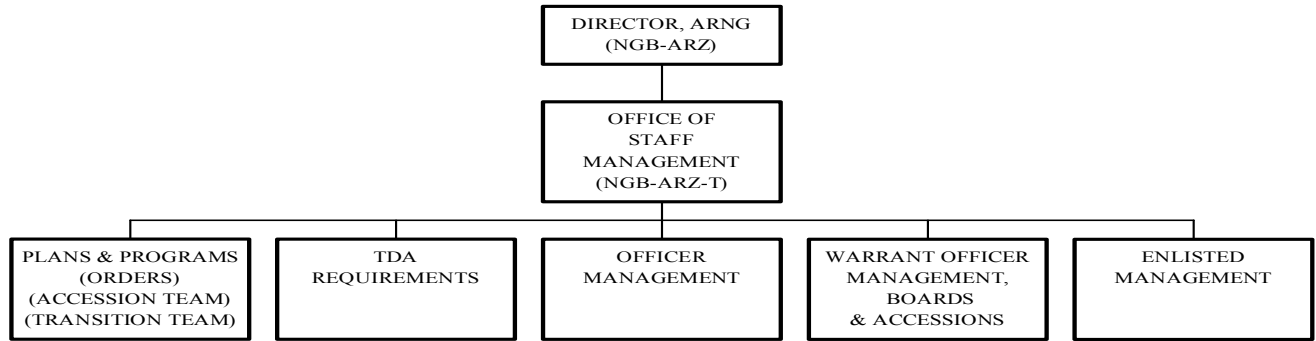


Figure 3.6. Army National Guard Office of Staff Management (NGB-ARZ-T)

3.7. Army National Guard Office of Force Modernization (NGB-ARZ-FM)

Provides technical guidance and assistance to the Director, Army National Guard on all aspects of modernizing the ARNG force. Responsible for the development and coordination of future equipment requirements for all ARNG units. Develops policies and plans for the programming, and resourcing pertaining to force modernization, force management, and force requirements for the ARNG. Conducts long-range planning and programming to meet future ARNG objectives and requirements. Develops the ARNG’s 1-25 Equipment Modernization Shortfall List, which is recognized by the Department of the Army and the Office of the Secretary of Defense for Reserve Affairs as the primary equipment shortages for the ARNG. Serves as the office of primary responsibility for the Equipping Program Executive Group during the Program Objective Memorandum process and for the Objective Force Task Force Line of Operation 2 (Modernization & Recapitalization).

- a. Develop the Army National Guard’s 1 to 25 Equipment Modernization Shortfall List.
- b. Single point of contact for Army National Guard modernization issues.
- c. Synchronizes Army National Guard modernization actions across functional areas.
- d. Formulates modernization strategy recommendations for senior leadership.
- e. Army National Guard chair on the Department of the Army’s Program Objective Memorandum Equipping Program Evaluation Group (EE PEG).
- f. Develops and coordinates the Army National Guard positions on the Equipping Program Evaluation Group (EE PEG) POM Council of Colonels reviews.
- g. Develops and coordinates the Army National Guard positions on the Equipping Program Evaluation Group (EE PEG) POM two star reviews.
- h. Coordinates with States, Industry, Associations, Program Managers and HQDA to develop Congressional (Marks) Directed Procurement Programs.
- i. Army National Guard representative for the Army’s Objective Task Force Line of Operation 2 (Modernization and Recapitalization) panel.
- j. Army National Guard representative for the Army’s recapitalization program.

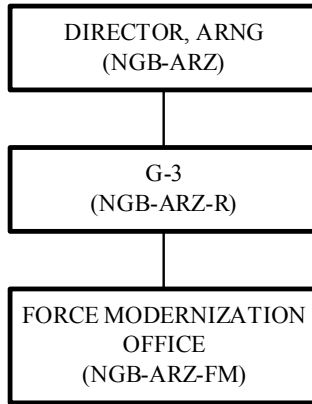


Figure 3.7. Army National Guard Office of Force Modernization (NGB-ARZ-FM)

3.8. Army National Guard Chief of Staff (NGB-ARZ-D)

Ensures efficient operations of the Army National Guard Directorate Staff. Responsible for the flow, coordination and distribution of timely, accurate, pertinent and integrated information. Maintains a customer-oriented focus of the Directorate Staff with the States, Territories, National Guard Bureau, Department of the Army, and other agencies. Serves as the Installation Commander responsible for the Arlington Hall Readiness Center. The ARNG Office of the Chief of Staff is responsible for performing the following functions:

- a. The Chief of Staff is responsible to the Director Army National Guard (ARNG) for the proper functioning of the Staff. Ensures staff work conforms to the mission and Director’s guidance and occurs within the timeframe provided by the Director.
- b. Ensures the staff integrates and coordinates its activities internally, vertically and horizontally.
- c. Advises the Director and Deputy Director ARNG on matters impacting personnel, resources, facilities, real estate, funding, material and readiness of the Staff.
- d. Integrates and facilitates G-Staff actions through routine meetings and staffing procedures.
- e. Provides installation command and controls Arlington Hall Readiness Center. Responsible for the facility, real estate, force protection, tenants and other activities within the building. Allocates space and utilities to support staff mission and functions.
- f. Chairs the Level II Acquisition Planning Board (APB), which provides an official forum to review, approve and prioritize acquisition requirements for contracted supplies and services for the ARNG.
- g. Chairs the Level II Program Budget Advisory Committee (PBAC), which determines distribution of the ARNG budget. The Deputy Chief of Staff Chairs the Level III PBAC.
- h. Co-chair the National Chief of Staff Advisory Council (COSAC), which is comprised of all Chiefs of Staff from the 54 States and Territories. Presents national level issues to the staff for resolution and feedback.
- i. Proponent for the Staff Support Conference (SSC). Present functional area topics, identify key issues, and make recommendations on those issues affecting the ARNG from a State - Staff perspective.
- j. Oversight for the ARNG Directorate civilian personnel management program.
- k. Informs and advises the Director and staff on issues of personnel misconduct and investigations. Serves as the liaison between the ARNG Directorate, CG MDW and HQ CO Fort Myer on all UCMJ actions.

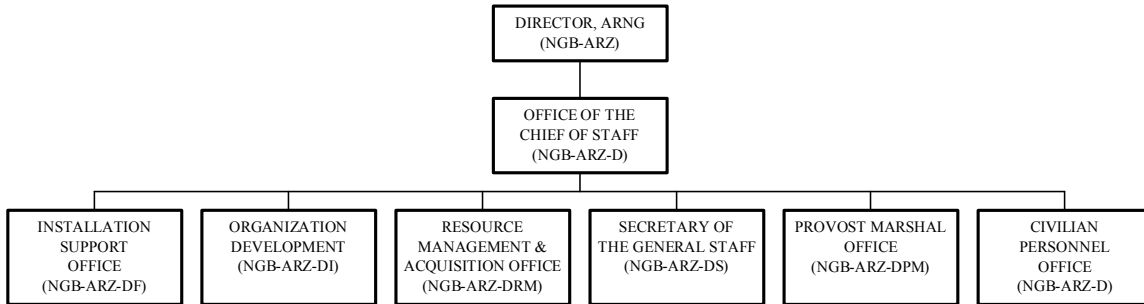


Figure 3.8. Army National Guard Office of the Chief of Staff (NGB-ARZ-D)

3.9. Army National Guard Secretary of the General Staff (NGB-ARZ-DS)

Receives, analyzes, directs, tasks, and controls staff actions through closure for the ARNG Directorate senior leadership. Coordinates staff actions with other Federal, State, and private organizations. Provides direct and general administrative support to the ARNG Directorate. Integrates Directorate-level taskings on behalf of the Office of the Chief of Staff. Provides direct and general protocol support to the ARNG Directorate and the 54 States and Territories. Provides consolidated information technology support to selected offices under the Chief of Staff. The ARNG Secretary of the General Staff (SGS) is responsible for performing the following functions: Serves as executor of the Staff Action Process within the ARNG Directorate; establishes and enforces ARNG Directorate administrative policies, procedures, & training and facilitates protocol and Directorate-level integration functions for the Command Group (NGB-ARZ) and offices under the Chief of Staff (NGB-ARZ-D). The ARNG Secretary of the General Staff focuses on the following functional areas:

a. Administration

(1) Provide weekly reports to the Command Group. Gather information, collate, staff, and format weekly reports for the ARNG Directorate and its Field Operating Activities such as the Situation Report (SITREP), General Staff Council (GSC) Notes, At-A-Glance report, and Staff Call Notes. Develop and publish weekly Key Personnel Status Roster (KPSR) to apprise ARNG leadership of the activities of all division, office, Command Group, and O-6 level principals. Assemble, collate, format, and publish Key Working Issues for the Command Group and senior leadership's weekly DARNG Staff Call. Distribute the reports to the intended audience in accordance with the established suspense.

(2) Develop and enforce correspondence policy & procedures. Maintain and update ARNG Memo 25-52. Serve as proponent for ARNG Form 0207. Develop and publish staff action control procedures and associated formats for written correspondence. Coordinate with NGB staff and DA for approval of office symbols for organizations within the ARNG Directorate. Maintain updated phone listings/rosters and organizational manning for all agencies within the ARNG Directorate.

(3) Provide personnel support for the Command Group and selected offices under the Chief of Staff. Provide temporary personnel fills during the absence of personnel within the Command Group support staff or office of the Chief of Staff. Provide direct support administrative assistance to offices under the Chief of Staff with no organic administrative support. Provide temporary personnel services to the Command Group support staff when workload exceeds capacity.

(4) Perform correspondence routing and distribution for the ARNG Directorate. Receive and gather mail, distribution, Congressional inquiries, and messages from various locations in the Military District of Washington (MDW) such as the Pentagon, Jefferson Plaza 1 (JP1), Park Center, Skyline, etc. Process mail and messages received by SGS. Determine routing to Command Group, Divisions/Offices, or external agencies such as DA, States, other Major Army Commands (MACOMs), etc.

(5) Develop and prepare briefings for the Command Group and coordinate special actions as required.

(6) Serves as proponent for Special Duty Roster.

(7) Maintains all administrative announcements, forms, formats, and recurring reports on ARNGRC local area network.

b. Task Management & Tracking

(1) Orchestrate, monitor, and control all actions within the ARNG Directorate through the four phases of the Staff Action Process (new action, task analysis & assignment, task development, and task resolution). Serve as directorate focal point for all incoming and outgoing actions.

(2) Analyze all incoming actions, determine required action, and task for action to the appropriate ARNG Directorate agency(s) using the *lead, assist, and coordinate* concept.

(3) Coordinate and integrate all staff actions vertically and horizontally with external agencies such as DOD, JCS, Army Secretariat, Army Staff (ARSTAF) Executive Communications and Control (ECC), NGB Staff, other MACOMs, and 54 States & Territories, on behalf of the Director, ARNG and CofS, ARNG Directorate. Act as ARNG Directorate liaison to external agencies.

(4) Research and de-conflict redundant taskings and adjudicate conflicts in the staff action process as required on behalf of the Chief of Staff.

c. Integration

(1) Serve as the focal point for collating, reviewing, packaging, and final routing of Directorate level taskings requiring input from all Divisions/Offices. Coordinate actions through the Chief of Staff to the Command Group for release approval. Transmits staff products to external staff agencies; tracks actions to closure.

(2) Staff proponent for the organization, scheduling, and presentation of the ARNG Directorate Staff Action Officer and New Employee Orientation training courses.

(3) Provides consolidated Information Technology support to selected offices under the Chief of Staff. Serves as Website management Point of Contact (POC) for the Chief of Staff and provides consulting services to ARZ agencies.

d. Protocol Support

(1) Provide MACOM level protocol services.

(2) Serves as the Direct Support (DS) agency to ARNG Directorate Command Group.

(3) Provides General Support (GS) services to the Directorate at large and to the 54 States and Territories.

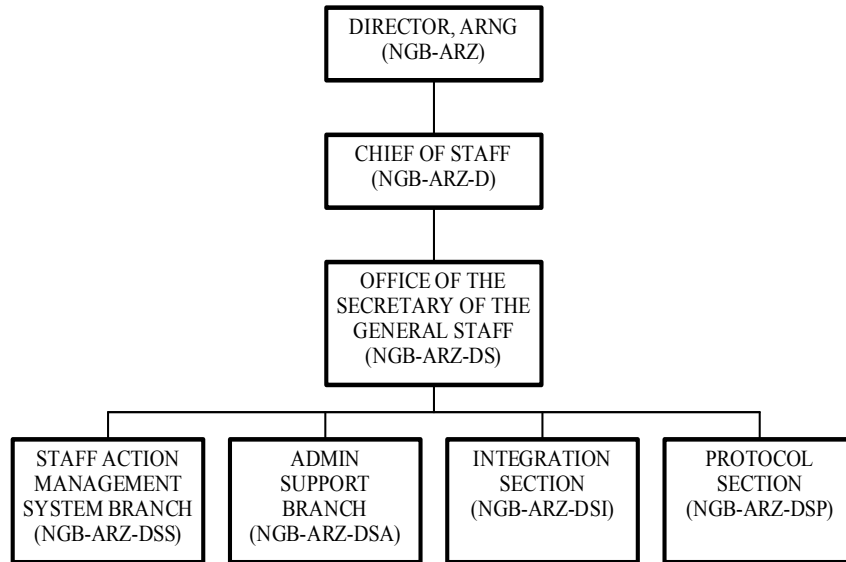


Figure 3.9. Army National Guard Secretary of the General Staff (NGB-ARZ-DS)

3.10. Army National Guard Installation Support Office (NGB-ARZ-DF)

Provides support to the tenants of the Army National Guard Readiness Center while maintaining the operational and maintenance responsibility of Arlington Hall. The ARNG Installation Support Office is responsible for performing the following functions:

- a. Run the Installation Support Office with a Facility Manager, Chief Support Services, Property Book Officer, with a Sergeant Major, an Administrative NCO and a Finance Analyst. This includes a physical plant, facilities, services and products.
- b. Manage the operation and maintenance of the physical plant 24 hours a day, 365 days a year. To further provide the best possible physical environment and customer service for the working tenants, with use of Facility Coordinators. Installations is responsible for Furniture, Construction and renovations of the facility (Facilities Management Office).
- c. Manage physical property and the acquisition/replacement program and to instill a sense of personal responsibility in all ARNGRC employees for their resources and equipment, with use of Supply Liaison Officers (SLO) (Property Book Office).
- d. Provide support to employees of the ARNGRC in the areas of Supplies, Services, Facility Usage, Transportation, Operations, Warehousing, Publications and Property (Supply and Service).
- e. Provide customer service: ARNGRC locator, conference room scheduling, emergencies, excess equipment, flags, food service contracts, forms, keys, mail distribution, mail management, parking, payroll assistance, PCS travel, property passes, publications, security, property control, transportation, Quick Supply Store and facility services.

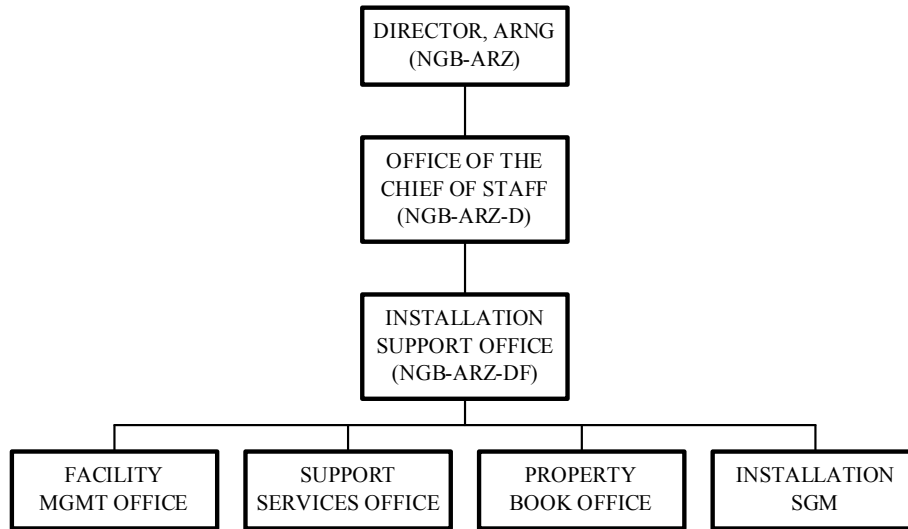


Figure 3.10. Army National Guard Installation Support Office (NGB-ARZ-DF)

3.11. Army National Guard Resource and Acquisition Management Office (NGB-ARZ-DRM)

Develops the resource requirements, acquisitions, and financial management policy of the Headquarters (HQs) Army National Guard Readiness Center (ARNGRC) Directorate, Resource and Acquisition Management Office. Coordinates and manages the programming, budgeting and execution of the fiscal resources required for the operations of the ARNGRC including the centrally managed accounts that are in direct support of the National Guard in the 54 States, Territories, District of Columbia and its associated ARNGRC Headquarters (HQs) Divisions/Offices. Serves as the liaison between DFAS and the ARNG for matters related to ARNGRC HQs accounts. The ARNG Resource and Acquisition Management Office is responsible for performing the following functions:

- a. Provide support in finance, accounting and acquisition related matters to include accounting guidance, policy, procedures, financial reports, trends, and analyses.
- b. Develop performance measures and indicators for business activities.
- c. Conduct comprehensive reviews to ensure compliance with statutory and regulatory requirements.
- d. Provide administrative policies, procedures, and training to over 17 Division/Office Chiefs (Program Managers) and 70 Program Account Managers (PAM) with over 250 accounts.
- e. Direct financial resources and acquisitions to provide the best possible support to the ARNG Directorate Staff.
- f. Perform travel support for the ARNG Directorate and ARNGRC HQs.
 - (1) Process all ARNGRC travel vouchers (1351-2), and commercial invoices.
 - (2) Interface daily with DFAS-Indianapolis and ARNG Directorate, Program Account Managers (PAM) to provide travel support that includes maintaining records (1588) for all settlements, advances, and accruals for soldiers, DA Civilians, and subordinate personnel citing fiscal station 44205 funds.
 - (3) Process Temporary Duty (TDY) Request for Orders (RFO).
- g. Perform Vendor Pay support for the ARNG Directorate and interface daily with DFAS.

(1) (DFAS-Lexington and ARNG Directorate Program Account Managers) Maintain Bills Register for liabilities incurred in support of the Directorate. Enter contracts, miscellaneous payments invoices, and receiving reports using the Commercial Accounts Processing Systems (CAPS).

(2) Compute and schedule disbursements based upon the Prompt Payment Act.

h. Provide ARNG Directorate Accounting Support. Throughout the year ARZ-DRM monitors Account Processing Code (APC) account activities to attempt to keep the ARNGRC accounts balanced. Monthly, periodic and quarterly reviews with the Program Managers' account managers are conducted.

(1) Interface daily with DFAS-Lexington and ARNG Directorates Program Account Managers to provide support that includes recording funding, obligations, disbursements and adjustments.

(2) Prepare interfund billings for reimbursable orders.

(3) Prepare, reconcile and transmit accounting reports to Department of the Army. Conduct joint reconciliation with DFAS-Lexington and fund control managers.

i. Perform Directorate Funding Analysis.

(1) Perform analysis of Directorate accounting data for FSN 44205 to detect for potential Antideficiency Act (ADA) violations.

(2) Monitor: Negative Unliquidated Obligations (NULO), Unmatched Disbursements (UMD), Unliquidated Obligation (ULO), incorrect use of Elements of Resource (EOR) in prior year disbursing documents and improper use of accounting classification data elements in prior year disbursing documents to ensure compliance with ARNG goals and objectives. Coordinate with various DFAS locations and OSD to resolve funding and accounting issues.

j. Process and Monitor ARNG Directorate Anti-Deficiency Act (ADA) violations. Processes identified ADA's, conducts preliminary reviews, sends flash report to ARNG Chief of Staff to include researching the cause for ADA and take corrective actions.

k. Provide ARNG Directorate input for the Program Objective Memorandum (POM). NGB-ARZ does not control any of the Management Decision Packages (MDEPs). As such, coordination needs to occur with the MDEP managers during both the POM and budget cycles to insure that ARNGRC fiscal requirements are included for funding consideration. Note: The MDEP code is a four digit code which is the controlling link between future year programs and the appropriation enacted by the U.S. Congress. It provides feedback on the consequences of decisions and effectiveness of field personnel to administer specific programs.

(1) Provide ARNG Directorate historical execution data and future budget requirements for POM submission.

(2) Serve as liaison for new accounts.

(3) Develop Annual Funding Program (AFP), Annual Funding Guidance (AFG), the HQs Command Operating Budget (COB), and distribution of Appropriation Operation and Maintenance, Army National Guard (OMNG) 2065; and Appropriation National Guard Personnel, Army (NGPA) 2060. Develop an annual budget, normally classified by a budget program and appropriation issued by the National Guard Bureau. Although not in itself an authority to obligate, the annual funding program document defines the total funds that may become available during the fiscal year. Brief the Management HQs and the DA Management Decision Package (MDEP) POCs.

l. Execute funding for the operations of the ARNG Directorate and its associated Divisions/Offices. Funding for the accounts that NGB-ARZ-DRM are responsible for are received via distribution by the ARNG Comptroller's Office, Execution Branch (NGB-ARC-BE) in the same manner as the 54 States, Territories and District of Columbia. ARZ-DRM manages funds that are distributed from the Comptroller on a Funding Authorization Document. All funds allocated to the ARNGRC and the associated centrally managed accounts must be accounted

for and reconciliation of each in the same manner as the 54 States, Territories and District of Columbia. ARZ-DRM manages funds that are distributed from the Comptroller on a Funding Authorization Document (FAD) at the MDEP and SAG level. The funds are also executed in detail by APC level with the distribution of a HQs Funding Allowance Target (FAT).

(1) Liquidate accounts/funds and make sure they are in compliance with ADA, Federal laws and regulations.

(2) Prepare spreadsheets outlining the Distribution and Status of funds.

(3) Conduct a year-end closeout, monthly account reviews, and prepare accounts for the fiscal year start-up. NGB-ARZ-DRM is responsible for the final accounting of ARNGRC accounts. All funds allocated to the ARNGRC and the associated centrally managed accounts must be accounted for and reconciliation of each APC to insure that all obligations of government funding have been properly recorded and that any unobligated balances that are known to be excess are deobligated.

m. Brief ARNG Leadership on Directorate funding. Brief DARNG, DDARNG, ARNG CoS, Deputy CoS, ARNG Core Senior Leadership Team on the ARNG Directorate funding requirements and current execution.

n. Develop and maintain ARNG Databases. Secures Automation, Transmit Data and Systems such as the Databased Commitment Accounting System (DBCAS), Standard Financial System (STANFINS), and the Automated Fund Control Orders System (AFCOS). Note: The STANFINS is the official government accounting system. Any discrepancies that are identified in this process are resolved by the Program Account Managers (PAMs).

(1) Set up and maintain automation equipment.

(2) Install, repair and create Microsoft Access database for ARNG Directorate COB and APB data.

(3) Develop ARNG Directorate Leadership management reports.

o. Manage HQs accounts and Obligation plan, which is the Account Manager's projection of funding and needs broken down by quarters, for their respective programs for each HQs account.

(1) Maintain Civilian Permanent Change of Station (PCS) account, civilian and military training accounts, revoke orders, receive invoices, and commute PCS orders.

(2) Coordinate on status of funds, review 1556, and process and execute orders.

p. Conduct Acquisition Planning Board (APB) and APB workshops. The Army National Guard APB provides a structured forum for the Director and Deputy Director of the Army National Guard, Chief of Staff and Army National Guard Division/Office Chiefs to help manage resources issues related to acquisition. This process begins with the POM and continues all through the Fiscal Year (FY) of execution. The primary purpose of the APB is to review and approve, as appropriate, the ARNG's overall acquisition priority and strategy of resources.

(1) Establish policy and procedures of the APB. The National Guard Federal Acquisition Regulation (NGFAR) stipulates that an APB shall be established. The Directors of the Army and Air National Guard, or their designees, shall establish and chair an APB for their respective Directorates.

(2) Maintain the OM 15-19 Acquisition Planning Board (APB) Policy Publication.

(3) Collect, analyze and prepare Acquisition Planning Pre-screening Board data for ARNG Directorate Leadership. The APB is a mechanism that allows the ARNG Leadership to review all ARNG contracted services prior to contract award. It formally meets yearly and consists of a pre-screening board and two levels. The pre-screening board consists of personnel from the legal (NGB-JA), Chief Information Office (NGB-CIO), the Acquisition Contracting Division (NGB-AQC) and Office of the Chief of Staff Resource and Acquisition Management (NGB-ARZ-DRM) offices.

(4) Coordinate APB submissions with NGB Joint Staff and ARNG Divisions. Before contracts, purchase requests and or projects are presented to the APB, a pre-screening board meets to review and evaluate the completeness and “legality” of the contract requests. NGB-ARZ-DRM currently has responsibility for the technical processing of major requests and for the technical processing of major acquisition requests and for preparing, organizing and hosting the pre-screening boards and the annual APB meetings.

(5) After Action Reports (AARs) and decisions are recorded and published, APB minutes are distributed after each APB board. The first formal APB meeting held is the “Level II” APB that is chaired by the ARNG Chief of Staff and is composed of all Division Chiefs. It is an opportunity for detailed discussions and consensus building regarding the validity of the requests as well as scrutiny to avoid duplications of effort in the contracts, purchase requests and or projects that have been presented. Subsequently the “Level I” APB meets. It is chaired by the Deputy Director of the ARNG and includes the ARNG G-Staff as voting members and Division Chiefs as non-voting participants. Final acquisition decisions are made by “Level I,” published and minutes distributed by NGB-ARZ-DRM.

(6) NGB-ARZ-DRM is responsible for processing “emergency” acquisition requests that must have the APB approval, but cannot wait until the next formal meeting of the APB.

(7) Prepare APB Level I, II Presentations, briefing and APB Handbooks.

(8) Develop and maintain an APB web page.

q. Conduct a Program Manager (Division/Office Chief) Certification Training courses and workshops.

(1) Establish policies and procedures to certify Program Managers (PM)/Program Account Managers (PAM).

(2) Publish professional training manuals used to train, educate and certify HQs, ARNG Directorate PM/PAM.

r. Manage National Guard 2 (NG2) Contract Submissions.

(1) Review and analyze Statement of Work (SOW), purchase request documentation, Military Interdepartmental Purchase Request (MIPRs) and independent government cost estimates for proper Element of Resource (EORs) codes and completeness.

(2) Collect APB data for input into NGB-ARZ-DRM APB Access database.

(3) Coordinate with ARNG Directorate Program Managers on all Acquisition requirements.

s. Coordinate Year-end closeout procedures. Coordinate with NGB-AQ, NGB-ARC, ARNG Directorate Program Managers, DFAS-Lexington, etc.; in order to accomplish year-end contract awards and accounting procedures.

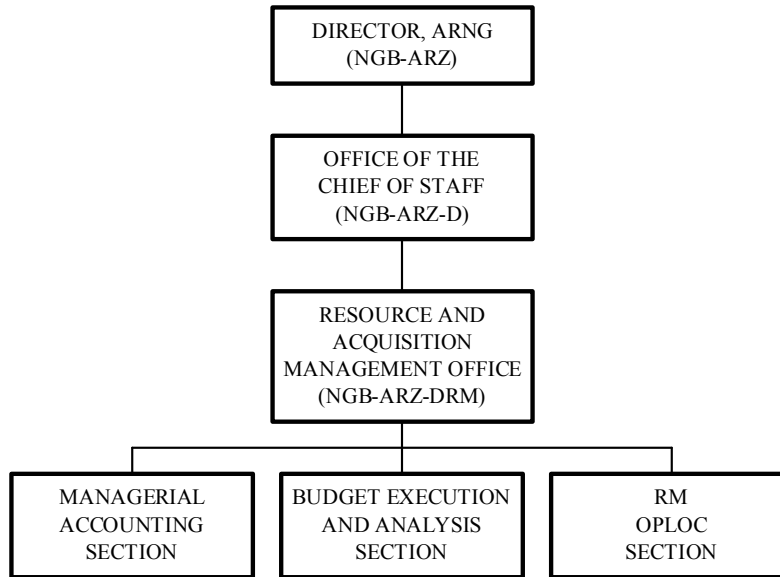


Figure 3.11. Army National Guard Resource and Acquisition Management Office (NGB-ARZ-DRM)

3.12. Army National Guard Provost Marshal Office (NGB-ARZ-DPM)

Provides law enforcement and force protection support to the National Guard Bureau Readiness Center. Principle staff advisor to the Director, Army National Guard providing technical advice and guidance regarding law enforcement, physical security, crime prevention, criminal investigations, and traffic control. Responsible for the prevention and detection of crime, the apprehension of criminals, the safeguard of life and property, the preservation of peace and the enforcement of state and local laws, regulations, and ordinances. Acts as liaison between local military and civilian law enforcement agencies. Represents the Army National Guard Readiness Center in DA meetings and boards as required. Performs other duties as assigned. The ARNG Provost Marshal Office responsible for performing the following functions:

- a. Provides law enforcement and force protection support to the Army National Guard Readiness Center (ARNGRC).
- b. Provides Vehicle Registration Support.
- c. Provides VIP escort and security.
- d. Provides badge control.
- e. Provides installation physical security.
- f. Investigates crimes against persons, personal and U. S. Government property.
- g. Interfaces with Secret Service, Federal Bureau of Investigation (FBI), Department of Justice, local law enforcement agencies and the Military District of Washington.
- h. Manages the installation-parking program.
- i. Directs the work of the law enforcement and physical security organizational units.
- j. Develops, designs and implements all installation law-enforcement programs.
- k. Chairs the ARNGRC Crime Prevention/Physical Security Council.

- l. The Installation Force Protection/Antiterrorist Officer.
- m. Determines Terrorist Threat Conditions (THREATCONS) in accordance with DA & DOD policy.
- n. Installation and perimeter security.
- o. Information gathering and report writing.
- p. Occupies the installation entry/exit gates.
- q. Security of the installation loading dock area.
- r. Monitors personnel entry points.
- s. Provides employee awareness on violence in the workplace and personal security.
- t. Conducts violence in the workplace training.
- u. The Installation Threat Management Force (TMF) Commander during crisis situations.

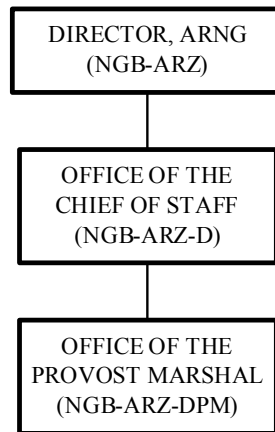


Figure 3.12. Army National Guard Provost Marshal Office (NGB-DPM)

3.13. Army National Guard Organization Development Office (NGB-ARZ-DI)

Advises ARNG Senior Leadership on methods to improve organizational effectiveness and functioning. Provides advice to the Director of the Army National Guard, directorate leadership, and ARNG State & Territory leadership on the deployment of continuous improvement strategies and management of organizational performance. This includes the assessment, evaluation and development of organizational processes and competencies. Serves as the primary advisor to the Chief of Staff, ARNG and the Deputy Chief of Staff, ARNG on initiatives that lead to strategy development for making organizational improvements, continuous learning and change. In addition, selected programs managed by the Organization Development Office have visibility at the Headquarters, Department of the Army and Secretary of the Army levels. The ARNG Organization Development Office is responsible for the following programs and functions:

- a. Army Communities of Excellence (ACOE). ACOE is sponsored by the Chief of Staff, Army and implemented by the Assistant Chief of Staff for Installation Management. The purpose of ACOE is to promote a quality environment through achieving excellence in facilities and services.

- b. Serve as the level 1 Operations Center and liaison to ARNG States and Territories for the implementation of the Strategic Readiness System (SRS). SRS uses a balanced scorecard methodology to link strategy with performance, focus resources and manage improvement.
- c. State Performance Indicator Reporting System (SPIRS). SPIRS assesses actual performance against established goals and objectives at the State/Territory level.
- d. Coordination of Strategic Planning Training for the ARNG. Work with the American Management Association (AMA) to set up training for ARNG personnel on the ARNG adopted AMA Strategic Planning Process.
- e. Provide assistance to ARNG HQs, States, and Territories in the Total Army Quality (TAQ) approach to include training and evaluation using the Army Performance Improvement Criteria (APIC). The foundation for APIC is the Malcolm Baldrige National Quality Award.
- f. Improve organizational functioning through the design and implementation of developmental processes that establish learning organization practices and principles.
- g. Provides consultation in organization development to support senior ARNG Directorate Leadership in planning and executing executive level workshops and conferences.
- h. Conducts research, identifies available quality resources, benchmarks best practices and provides performance improvement support to the ARNG Directorate staff.
- i. Coordinates and partners with the Professional Education Center on performance improvement policy, missions, training, projects and issues.
- j. Advises on design of offsites, workshops, meetings, and courses that include facilitation, group development, and change management.
- k. Recommend/Advise senior leadership on processes to bring efficiency, accountability and economy to the expenditure of resources on ARNG Directorate conference participation/execution.
- l. Develop/maintain inventory of all conferences, workshops, and other meetings in which the ARNG Directorate staff participates or conducts.
- m. Conducts analysis; identifies problem areas; and makes recommendation on requests for exceptions to policy regarding scheduling of conferences.

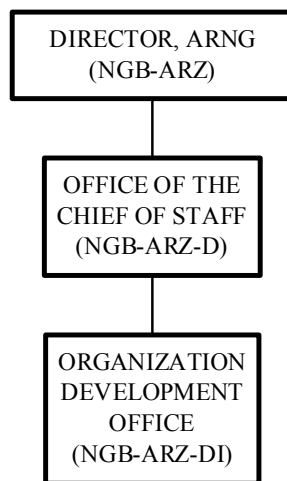


Figure 3.13. Army National Guard Organization Development Office (NGB-ARZ-DI)

3.14. The LaVerne E. Weber National Guard Professional Education Center (NGB-PEC)

Trains the National Guard full-time support force; increases the effectiveness, productivity and readiness of the National Guard; and provides support, training assistance, and conference facilities in support of the National Guard, CINCs, Services, other agencies, and National initiatives as outlined by the National Military Strategy. The LaVerne E. Weber National Guard Professional Education Center is responsible for performing the following functions:

- a. Increase the effectiveness, productivity, and readiness of the National Guard.
- b. Provide support, training assistance, and conferencing facilities in support the National Guard by all means necessary.
- c. Exploit technologies in training through distributed learning and training methodologies.
- d. Develop and/or staff plans, policies and programs in support of individual, collective and institutional training of the National Guard.
- e. Conduct evaluations and standardization for the Professional Education Center (PEC) to ensure qualified instructors deliver training and training is efficient, effective and essential to the readiness of the NG.
- f. Plan, budget and execute the funds necessary to operate the PEC.
- g. Provide human resource management and personnel administration to Title 10 AGR, Department of the Army Civilians, State Employees, and family members assigned to PEC.
- h. Educate, develop and conduct Military Occupational Specialty (MOS), Noncommissioned Officer Educational System (NCOES), supervisory, sustainment and enhancement training for the ARNG.

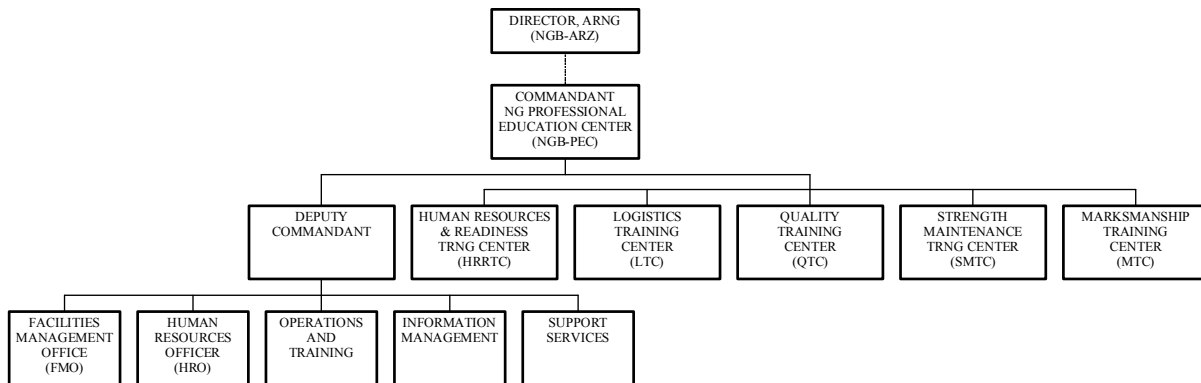


Figure 3.14. The LaVerne E. Weber National Guard Professional Education Center (NGB-PEC)

3.15. The Operational Support Airlift Agency (OSAA)

Serves as a Department of the Army Field Operating Activity under the Director of the Army Staff, run by the Army Directorate, National Guard Bureau. The Agency is a multi-component organization, having merged assets and personnel from the Active and Reserve Components. OSAA provides high priority, short notice fixed wing air transport to passengers and cargo movement for all Army components and members of DOD. Additionally, OSAA is the proponent for all fixed wing operations and standardization in the ARNG. OSAA is responsible for performing the following functions:

- a. Perform Operational Support Airlift, as directed.

- b. Serve as the Department of the Army's executive agent for scheduling all continental United States (CONUS) Operational Support Airlift (OSA) missions (including Puerto Rico, The Virgin Islands, and Hawaii) and missions from CONUS to outside the continental United States (OCONUS).
- c. Provide aviation management, standardization and safety command oversight for all organic components (COMPO 1 & 2).
- d. Manage the OSA program at all times, including during wartime, national emergencies, contingency operations, or mobilization.
- e. Provide aid to State authorities, in accordance with applicable law and regulations, and to support civil disturbance or disaster situations.
- f. Provide command and control elements and OSA aircraft in support of OCONUS requirements as directed by the Department of the Army.
- g. Provide and maintain an airlift data collection and analysis system for the purpose of airlift asset (aircraft) management, wartime validation studies, aircraft requirements and capabilities documentation, aircraft acquisition strategy studies, and aircraft station decisions.
- h. Provide for secure transport for classified material, equipment, and senior personnel.
- i. Provide priority transport for senior leaders and commanders based upon the validator's request and query of the justification, if there are competing priorities.
- j. Provide Department of the Army accountability for all CONUS fixed wing OSA missions and ensure compliance with DOD Directives 4500.43, 4500.56, 4515.13R, Office of Management and Budget (OMB) Circular A-126, OMB Circular 93-11, and Presidential Memorandum, Dated February 10, 1993, Subject: "Restrictive Use of Government Aircraft."

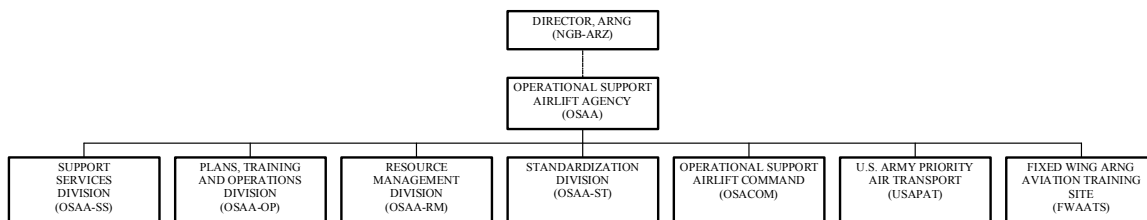


Figure 3.15. The Operational Support Airlift Agency (OSAA)

3.16. Army National Guard Personnel Division (NGB-ARP)

Provides personnel services through personnel information systems. Manages and coordinates Department of the Army personnel actions, officer career actions; and records maintenance for the Army National Guard. The ARNG Personnel Division is responsible for performing the following functions:

- a. Provide guidance and assistance to our customer base.
- b. Provide records management and maintenance of functional and technical aspects of electronic records.
- c. Process federal recognition and Reserve of the Army actions for all Army National Guard officers.
- d. Provide personnel information systems support for the Army National Guard.
- e. Manages Department of the Army Personnel actions for the Army National Guard relating to DA Mandatory Selection Boards, Incapacitation and Line of Duty, and the correction of military records.

f. Manage and coordinate all the activities and functions of the Army National Guard’s Pilot Mentoring Program.

g. Administers the Defense Enrollment Eligibility Reporting System (DEERs) and Real-time Automated Personnel Identification System (RAPIDS) programs for the Army National Guard.

h. Manages Performance Evaluation Program for all Army National Guard Officers.

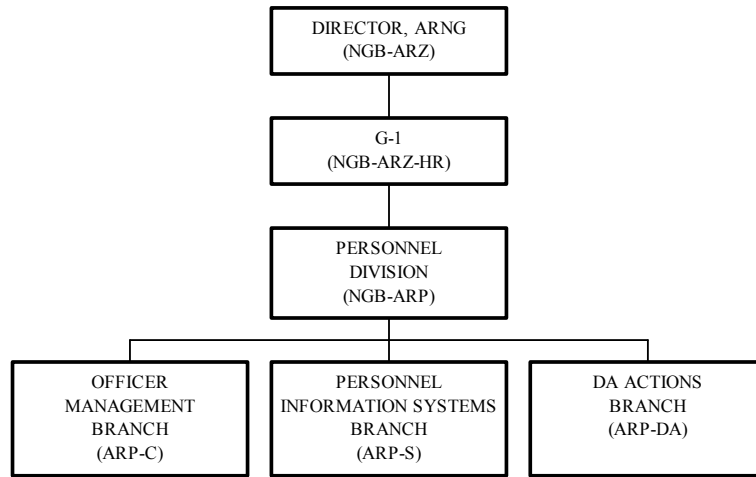


Figure 3.16. Army National Guard Personnel Division (NGB-ARP)

3.17. Army National Guard Personnel Programs, Manpower and Resource Division (NGB-ARM)

The Personnel Programs, Manpower, and Resource Division is responsible for: development, implementation, and management of the personnel policies, plans, and procedures for fiscal programs within the division; serves as NGB point of contact for the manning PEG; develop, coordinate, and provide ARNG selective reserve and full-time support manpower information to states, territories, and other agencies as required; and, develop policies, procedures and guidance that promotes overall soldier, DA civilian, and family well-being to enhance overall personnel readiness within the ARNG.

a. Develop, justify, validate, and submit program-funding requirements for future years to DA.

b. Conduct overall fiscal management for the following personnel programs/accounts: inactive duty training, initial entry training (to include clothing bag), annual training, incentives, federal tuition assistance, funeral honors, military technicians, and the Active Guard Reserve program. Includes analysis of historical trends, justification for POM submission, and budget year execution.

c. Develops and coordinates manpower programs and military and civilian (technician) personnel data for budgets and financial programs. Maintains historical records for manpower and personnel programs.

d. Performs strength management by establishing strength, accession, and retention/attrition mission and goals. Compiles and maintains demographic data. Distributes FTS authorizations (AGR, TECH, and DAC) to the States, HQ ARNG and its Field Operating Activities (FOAs). Establishes, distributes, and monitors the execution of FTS authorizations.

e. Develop and provide ARNG input to the manpower schedule of the Structure and Manpower Allocation System (SAMAS).

f. Develop, justify, defend, acquire and interpret manpower staffing requirements into manpower authorization and funding data, which is used to provide actual FTS program funding to the 54 states and territories.

- g. Distributes and manages statutory controlled AGR grades (COL, LTC, MAJ, CSM/SGM, 1SG/MSG).
- h. Office of Primary Responsibility (OPR) for ARNG Well-Being. Responsible for coordination with DA on well-being policies, programs, and initiatives to support overall ARNG soldier, civilian, family, and employer well-being. Coordinates with other offices, internal and external, as required.
- i. Responsible for the development, integration, and program execution of Diversity and Equal Opportunity for the ARNG. DARNG’s primary POC for all Diversity and EO issues.
- j. Responsible for Family Readiness program management within the ARNG. In coordination with the NGB Family Programs Office, develop programs, policies, and procedures to enhance family readiness programs throughout the ARNG. Determine and validate funding requirements.
- k. Coordinate with internal and external organizations / agencies to ensure ARNG family programs and other well-being programs that support family readiness are developed and implemented within the ARNG. Develop plans and procedures for meeting family needs during times of increased mobilizations and deployments.

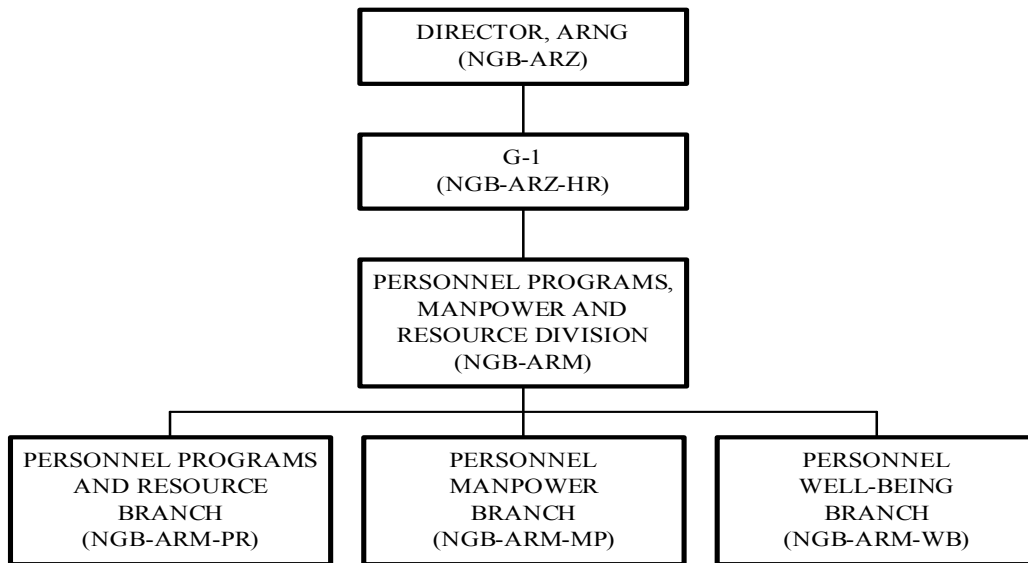


Figure 3.17. Army National Guard Personnel Programs, Manpower and Resource Division (NGB-ARM)

3.18. Army National Guard Strength Maintenance Division (NGB-ASM)

Provides policies, programs, procedures, and guidance to the States and Territories to meet their end strength objectives IAW the Strength Maintenance Philosophy. Specifically, recruits quality soldiers, conducts attrition management designed to reduce first term soldier losses, and insures retention and extension of quality soldiers at Expiration, Term of Service (ETS). The ARNG Strength Maintenance Division is responsible for performing the following functions:

- a. Provide policies, programs, procedures and guidance to the States and Territories to meet established end strength missions.
- b. Develop, execute and monitor Recruiting, Retention, and Attrition Management programs to ensure the ARNG meets the FY end strength mission.
- c. Develop and manage the financial, manpower, and information management resources necessary to support the Strength Maintenance Division and provide support to the 54 States and Territories.

d. Conduct planning, performance analysis, development of guidance and policy, and provide demographic and statistical support to assist in supporting the National and State Recruiting and Retention decision making process.

e. Develops and implements ARNG National Marketing programs, polices, and procedures to support the attainment of Recruiting and Retention missions and goals.

f. Provides advertising funding allocations to States and Territories.

g. Develops and provides National/State advertising support through the following programs: State Classified Advertisement, Magazine Print Placement, Non-commercial Sustaining Announcements (NCSA), Production of television and radio public service announcements, direct mail campaigns, electronic advertising and web site management, convention programs, lead fulfillment program, development and printing of collateral materials, and other advertising methods.

h. Develop and conduct MOS, NCOES, supervisory, sustainment and enhancement training for the ARNG full-time Recruiting and Retention Force (RRF).

i. Serves as the Subject Matter Expert (SME) for the TRADOC MOS proponent at Ft. Jackson for all ARNG Recruiting and Retention matters. Responsible for publishing the Soldier Training Publication (STP) for CMF 79, and other RRF training related publications.

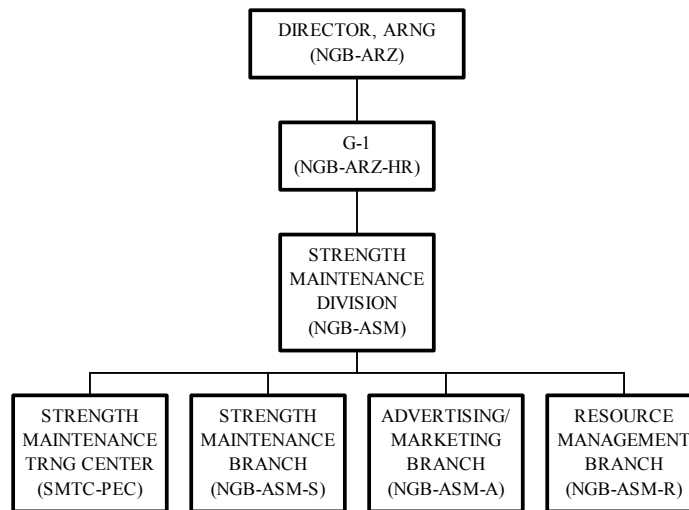


Figure 3.18. Army National Guard Strength Maintenance Division (NGB-ASM)

3.19. Army National Guard Office of the Chief Surgeon (NGB-ARS)

Serves as the medical readiness proponent for the National Guard Bureau and special staff to the Chief, National Guard Bureau, and the Director, Army National Guard. Coordinates and integrates medical readiness with the Office of the Surgeon General (OTSG)/Medical Command (MEDCOM), the Office of the Assistant Secretary of Defense (OASD) (Health Affairs), OASD (Reserve Affairs) and DA to develop ARNG medical policies, plans, programs, procedures, and resourcing for the 54 States and Territories and District of Columbia. The ARNG Office of the Chief Surgeon is responsible for performing the following functions:

a. Serves as executive agent for the DARNG for all health care, education, promotion, and administrative actions.

b. Serves as medical advocate for the ARNG with OTSG/MEDCOM, OASD (Health Affairs), OASD (Reserve Affairs), and DA.

- c. Develops and implements quality assurance and risk management policies for ARNG health related programs.
- d. Formulates and reviews policies for procurement, selection, classification, assignment, professional development, promotion, education and utilization of ARNG medical personnel to enhance medical unit mobilization and demobilization.
- e. Responds to Congressional and Presidential Inquiries involving medical issues.
- f. Serves as Office of Primary Responsibility (OPR) for Title 10 AGR medical positions worldwide.
- g. Develops, coordinates, implements, and provides guidance on all aspects of ARNG medical operations, planning and training policy.
- h. Formulates Medical Budget and POM requirements for all ARNG medical/dental care; medical/dental readiness; medical logistics, facilities, and equipment.
- i. Serves as aeromedical evacuation proponent for the ARNG and integrates medical evacuation doctrine into plans, programs, operations and policies.
- j. Monitors current Army Medical Department (AMEDD) personnel strength and qualification status for all ARNG medical positions ensuring Federal and State mobilization readiness.
- k. Serves, in coordination with NGB Officer Personnel Division, as waiver and accession qualification approval authority for ARNG appointments.
- l. Develops policies for ARNG Medical Incentive Programs and Special Pay with NGB, Deputy Chief of Staff for Personnel (DCSPER), OTSG, and the U. S. Army Reserve Command (USARC).
- m. Establishes polices for Medical Evaluation Board (MEB), Physical Evaluation Board (PEB), and MOS/Medical Retention Board (MMRB) in conjunction with Office of the Surgeon General, Physical Disabilities Agency, and DCSPER.

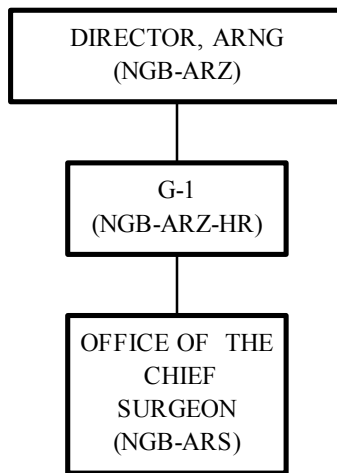


Figure 3.19. Army National Guard Office of the Chief Surgeon (NGB-ARS)

3.20. Army National Guard Personnel Policy and Readiness Division (NGB-ARH)

The ARNG Personnel Policy and Readiness Division is responsible for: development of policies, programs, and procedures to administer the Human Resource Life Cycle (structure, acquire, distribute, develop, deploy, compensate, sustain and transition) for all ARNG soldiers (officers, warrant officers, non-commissioned officers,

enlisted soldiers, and soldiers in the Active Guard and Reserve program; personnel readiness and deployment policies, procedures, and analysis; and, develop, implement, and maintain manpower staffing standards, determine full-time support requirements, and execute management consulting services and studies to enhance the overall readiness of the ARNG.

- a. Administers the ARNG officer, warrant officer, and enlisted personnel management system for ARNG soldiers.
- b. Responsible for personnel policies, programs, and procedures relating to accession, personnel management, and separation of ARNG personnel as well as AGR and FTNGDSW program management
- c. Proponent for all officer, warrant officer, enlisted, and AGR personnel regulations. Develops, coordinates, and publishes personnel regulations, pamphlets, circulars, and memorandums to implement Army and ARNG personnel management policies.
- d. Conduct analysis and validate mobilization and deployment data, develop mobilization and deployment personnel policy.
- e. Responsible for the development, coordination, and staffing of the branch functional review process within the ARNG and brief the and conduct branch functional area review (FR) responsibility.
- f. Responsible for coordination with DA, FORSCOM, TRADOC, NGB functions, and states/territories on personnel mobilization and deployment policy, procedures, and critical issues.
- g. Develops, implements and maintains manpower staffing standards and executes upon request management consulting services for the ARNG FTS work force exclusive of the DA Staff and Field Operating Agencies (FOAs).
- h. Office of Primary Responsibility (OPR) for the review, conduct and implementation of ARNG manpower staffing standards and management consulting services for all state ARNG work centers.
- i. ARNG proponent for state work center descriptions (scope of work performed), work center organization, staffing criteria, supervisory ratios, and position management.
- j. OPR for the conduct of Manpower Efficiency Reviews (ERs) to analyze and evaluate the mission, organizational structure, position management, grade structure, functions and resources, processes, procedures, facilities layout and equipment of State ARNG work centers.

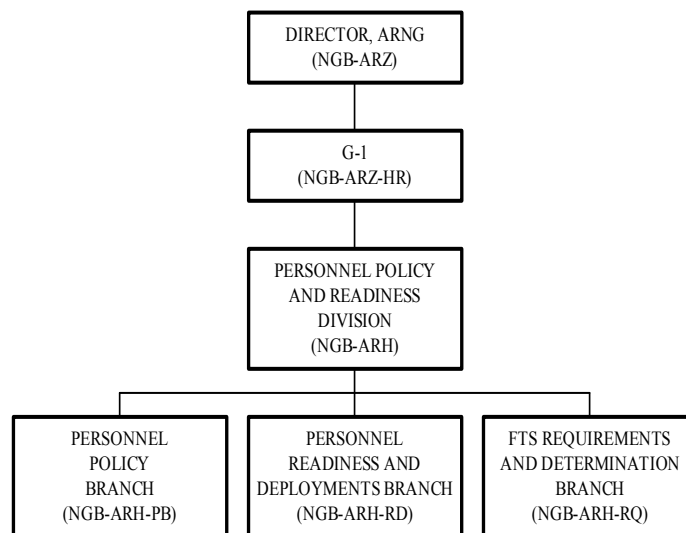


Figure 3.20. Army National Guard Personnel Readiness and Policy Division (NGB-ARH)

3.21. Army National Guard Office of the Chief of Chaplains (NGB-ARZ-CH)

Provides religious support, establishes religious policies and standards, and advises on religious issues. Acts as lead resource on ethical and moral climate of today's ARNG and exemplifies Vision XXI to the CNGB, the Vice Chief and Assistant Chief, NGB, the Director of the Army National Guard, and their respective staffs; State adjutant generals, State Area Command (STARC) Unit Ministry Teams, DOD offices, and other Federal and State agencies. The ARNG Office of the Chief of Chaplains is responsible for performing the following functions:

- a. Provides professional support to NGB on matters of religion, morale, and morals.
- b. Advises on religious needs of soldiers and their families.
- c. Advises on religious, moral, ethical, and humanitarian aspects of command policies.
- d. Advises on impact of religion on operations.
- e. Provides and performs patriotic and memorial ceremonies for command.
- f. Assesses unit climate.
- g. Provides professional advice for all quality of life issues effecting soldiers, NGB civilians and their families.
- h. Minister throughout the command through presence, care, and hope.
- i. Interacts with DA Chief of Chaplains, and chaplain sections of Forces Command (FORSCOM), Training and Doctrine Command (TRADOC), U. S. Army Chaplains Center and School (USACHCS), U. S. Army Europe (USAREUR), U. S. Army Pacific Command (USARPAC), Continental U. S. Army (CONUSA), and U.S. Army Reserve Command (USARC).
- j. Provides pastoral care and counseling for all members of NGB.
- k. Directs recruiting mission for ARNG chaplaincy, with special emphasis on females, minorities, and faith shortage groups.
- l. Provides chaplains and chaplain assistants for all mobilization requirements.

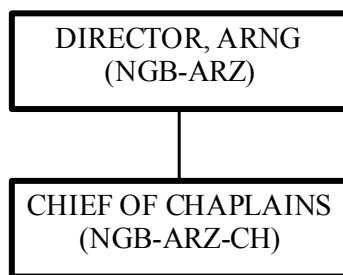


Figure 3.21. Army National Guard Office of the Chief of Chaplains (NGB-ARZ-CH)

3.22. Army National Guard Comptroller Division (NGB-ARC)

Develops the resource requirements, financial and management policies of the ARNG, and administers ARNG financial resources in such a manner that will provide the best possible support to the States, Territories and ARNG/NGB staff. The ARNG Comptroller Division is responsible for performing the following functions:

- a. Support the ARNG/NGB staff, and the States' U. S. Property and Fiscal Officers (USPFOs) in all finance and accounting related matters.

- b. Provide meaningful and timely financial information, including accounting guidance, policy and procedures, financial reports, trends and analyses, to assist with fiscal decisions.
- c. Publish the ARNG accounting policy and procedures.
- d. Interpret and distribute guidance, monitor internal controls, and develop performance measures and indicators for business activities.
- e. Implement the Chief Financial Officers' Act, and provide financial-related system support to NGB Program Managers at all levels.
- f. Develop, write, test, and field financial systems to support the ARNG State and Headquarters Program.
- g. Provide the pay policy and system support necessary to ensure timely and accurate pay service for all Army National Guard soldiers and civilian employees, travelers, and vendors as efficiently as possible.
- h. Provide financial assistance during mobilization, conducts operational reviews, and sustain financial systems.
- i. Develop, coordinate, plan, and provide oversight, guidance and assistance for ARNG management control process to reduce waste, fraud and abuse.
- j. Process and monitor anti-deficiency violations.
- k. Prepare the annual financial report.
- l. Coordinate and administer U. S. General Accounting Office (GAO) and Army Audit Agency (AAA) audits.
- m. Develop and defend the appropriated ARNG budgets for the OSD and President's budget submissions.
- n. Develop and provide supporting briefings, analyses and documents such as exhibit books, costing models, and congressional inquiry responses, that will assure approval of our budget requests.
- o. Monitor Program Budget Decisions (PBDs) and prepare responses in defense of ARNG programs and dollars.
- p. Receive, accounts for, and allocate appropriated funding to the 54 States/Territories/District, ARNG HQ, and other supporting MACOMs to resource ARNG missions.
- q. Analyze and monitor budget execution data to ensure appropriated funding is obligated as planned and is consistent with programming, and budgeting guidance.

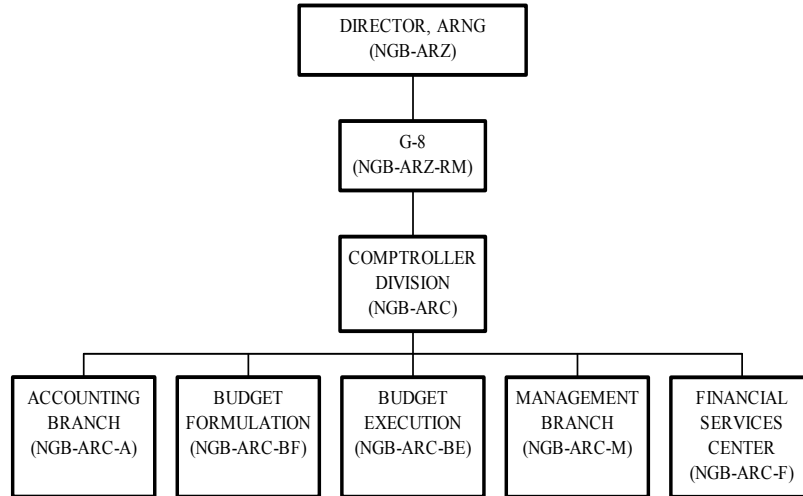


Figure 3.22. Army National Guard Comptroller Division (NGB-ARC)

3.23. Army National Guard Programs, Analysis and Evaluation Division (NGB-ARA)

Produces internal ARNG planning documents that reflect the Director, Army National Guard’s Vision by using National Command Authority (NCA), Joint, and Department of the Army planning documents. Influences development of policies encompassing Army National Guard Goals that support the Commanders In Chief (CINCs), the Services and the States. Uses the National Military Strategy (NMS), Defense Planning Guidance (DPG), the Army Plan (TAP), the Program Objective Memorandum (POM), and other planning/programming guidance to acquire the necessary resources to further the Army National Guard’s priorities. The ARNG Programs, Analysis, and Evaluation Division is responsible for performing the following functions:

- a. Facilitates the development of the ARNG Strategic Plan.
- b. Develops and publishes the ARNG implementation instructions for The Army Plan (TAP).
- c. Coordinates with the NGB J-8, J-5 /J-7 the ARNG’s efforts to influence the CINC Integrated Priority List (IPL).
- d. Proponents for the interface products between the Joint Strategic Planning System (JSPS) and the Planning, Programming, Budgeting, and Execution System (PPBES).
- e. Coordinates the ARNG Planning Team.
- f. Develops the ARNG MACOM POM submission to obtain necessary resources for ARNG programs.
- g. Coordinates the ARNG Program Evaluation Group (PEG), and acts as Secretary, PEG Administrator, briefer, and as the PEG Chair when the Chairman is absent.
- h. Develops and coordinates the ARNG positions on the POM Council of Colonels, the Program Budget Committee (PBC), and the Army Resources Board (ARB).
- i. Briefs ARNG POM submission during every phase of the POM, informs Army leadership of programmatic shortfalls, and takes necessary action to obtain additional funding to remedy shortfalls.
- j. Coordinates the ARNG positions for all Program Reviews, makes case for additional funding.
- k. Conducts analyses of new or significantly changing ARNG programs impacting on the PPBES.

- l. Maintains the ARNG portion of the Program Optimization and Budget Evaluation (PROBE) database.
- m. Maintains the ARNG Resource Management Model (RMM).
- n. Maintains the Army Force Cost System (TAF COS) for the ARNG. Assists in the maintenance of the Training Resource Model for the ARNG.
- o. Coordinates the ARNG position with the DA Operating Tempo (OPTEMPO) Working Group.
- p. Acts as the Structure and Manpower Accounting System (SAMAS) PROBE interface for the ARNG.
- q. Coordinates the ARNG participation in the Reserve Component forums, to include the Reserve Component Coordination Council (RCCC), the Army Reserve Forces Policy Committee (ARFPC), and the Reserve Forces Policy Board (RFPB).
- r. Coordinates and integrates the ARNG portion of the Army Strategic Management Plan (ASMP).
- s. Operates, modifies, and enhances resource-modeling programs.
- t. Administers support contracts for resource modeling.
- u. Administers support contracts for strategic planning.
- v. Maintains and enhances linkages between POM planning and budget/execution algorithms.
- w. Ensures that NGB-ARA and ARNG leadership can easily access command-level data.

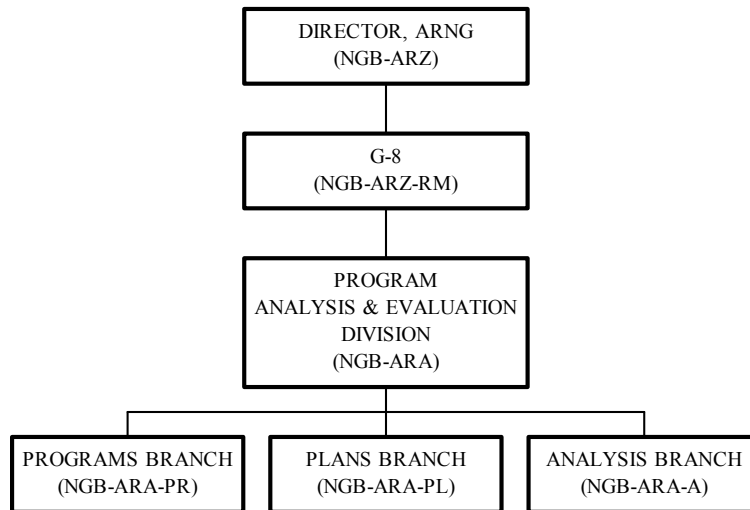


Figure 3.23. Army National Guard Program Analysis and Evaluation Division (NGB-ARA)

3.24. Army National Guard Readiness Division (NGB-ARR)

Manages the forces for mobilization by processing and analyzing readiness data to enhance units; providing National Guard Bureau (NGB) policy for Department of Defense, Joint Chiefs of Staff, and Department of the Army planning documents; monitor deficiencies and strengths in force capability identified during the preparation and review of Army National Guard (ARNG) units to support contingency war plans. The ARNG Readiness Division is responsible for performing the following functions.

- 1. Readiness

- a. Manage all automated systems that gather, process, analyze, and disseminate unit status of resources, and training level information.
- b. Maintain central registry database of all ARNG organizational MTOE and TDA units, both current and future, which include identification by type, location, and personnel strength.
- c. Maintain the status of Resources and Training (SORTS) Database for approximately 1800 ARNG units.
- d. Provide monthly USR information to HQDA, FORSCOM, JCS and the 54 States and Territories.
- e. Provide developmental and maintenance programming support of Division information systems.
- f. Manage END USER input programs for collecting USR and organization data from the states.
- g. Manages single authoritative source for USR data to NGB staff, MACOMs, JCS, and DOD activities.
- h. Provide GCCS (Global Command and Control System) communications, use, and training to the ARNG, 54 States and territories.
- i. RCAS POC for Division functions.
- j. Provide Information Management Officer (IMO) service for Division unclassified and classified computer networks.
- k. Proponent for supplement to AR 220-1, Unit Status Reporting, ARNGR 220-1.
- l. Provide monthly personnel strength (SIDPERS) data to HQDA and JCS for inclusion in GSORTS database.

2. Policy and Analysis

- a. Develops and coordinates ARNG Unit Status Reporting policy and programs.
- b. Provides functional requirements to the Policy and Analysis branch for the management of all automated systems that gather, process, analyze and disseminate Unit Status Report (USR) data.
- c. Analyzes USR data to identify personnel, equipment and training trends. Provide information and analytical products to ARNG staff and 54 states and territories.
- d. Provides monthly USR data to HQDA, FORSCOM and JCS.
- e. Conducts unit status assessment for every unit assigned to the ARNG and passes results to Initiatives and Improvements Branch to facilitate the development of courses of action for increasing unit capability.
- f. Integrates plans and programs for improving unit status in selected units with ARNG staff, states, territories and units.
- g. Plans, organizes, coordinates and presents quarterly readiness briefing to the Director, ARNG (DARNG) and staff. Organizes, coordinates and presents ARNG unit status to the quarterly Force Status Briefing to the CG, FORSCOM and staff.
- h. Organizes, coordinates and presents the ARNG portion of the Monthly Readiness Review (MRR) to the Chief of Staff, Army and senior Army staff (ARSTAF) members.
- i. Division lead for providing USR data, information and presentations for periodic, reoccurring meetings and conferences of the ARNG senior leadership.

- j. Provides USR data for the intensive management of ARNG high priority units, i.e., Force Support Package (FSP) units, enhanced Separate Brigades (eSB's), Special Forces (SF) Groups and other early-deploying units.
- k. Manages special reporting authorization for units undergoing force structure changes.
- l. Manages the Chronic and Marginal Unit program, which focuses ARNG senior leadership involvement upon regaining deployable status within units that have demonstrated long term shortages in personnel.
- m. Conduct video teleconferencing with designated units and/or states as needed.
- n. Provides USR data analysis, such as Program Objective Memorandums (POM), budget, etcetera, to other Divisions.
- o. Provides unit status analysis to Congress, Office of the Secretary of Defense (OSD), Office of the Secretary of the Army (SECARMY), General Accounting Office (GAO), Army Audit Agency, and others as required.
- p. Proponent for Unit Status reporting regulations (AR 220-1 and ARNGR 220-1).
- q. Exercise oversight of all aspects of on-site USR data processing.
- r. Identify requirements for developmental and maintenance programming support for readiness information systems.
- s. Assist to identify end-user programs for collecting USR data from the states and territories.
- t. Participate in all ARNG staff discussions relating to unit resources and training.
- u. Ensures synergy of effort between Readiness Division's individual branches concerning unit resources and training.
- v. Oversight of Mobilization Readiness Advisory Council.

3. Initiatives and Improvements

- a. Performs in-depth reviews, analysis and assessments on new and ongoing programs to ensure readiness of ARNG units.
- b. Assist in the development and execution of guidance, directives and policies designed to maximize ARNG readiness.
- c. Develops concepts and identify initiatives and improvements that will enhance the readiness of ARNG units.
- d. Coordinates and integrates readiness initiatives and improvements with NGB staff, ARNG States and Territories.
- e. Serve as functional representative, IPT member, lead or other capacity in the development, implementation and execution of the ARNG Readiness Strategy initiative.
- f. Provide readiness assistance as required to ARNG states, territories, and units.
- g. Participate in training events, share knowledge, render advice, and train ARNG States/Territories/units in the use of readiness reporting systems, tools and utilities.

4. Strategy and Plans

- a. Review, coordinate and provide ARNG input to OSD, JCS and HQDA missioning studies.

b. Provides input for councils and committees related to ARNG missioning, sourcing and other employment issues.

c. Develop and provides guidance for implementing the missioning/sourcing processes within ARNG community.

d. Coordinate States, Territories, and the District of Columbia in developing their planning, missioning and wartrace programs.

e. Assist in ensuring that deployment levels of ARNG units are consistent with the goals and objectives established by the Army and the Army National Guard.

f. Provide guidance and liaison to the Mobilization Readiness Advisory Council (MRAC) on missioning/sourcing issues.

g. Review and recommend changes to the Army Mobilization Operations and Planning Execution System (AMOPES).

h. Review and recommend changes to FOSCOM Mobilization and Deployment Planning and Execution Systems (FORMSDEPS).

i. Formulate and relate ARNG force requirements within National Security Policy and National Military Strategy to ARNG, Army and Joint leadership and provide assessments and recommendations to the ARNG leadership.

j. Ensure ARNG equities are reviewed, updated and enforced within key strategic documents, such as:

- The President's National Security Strategy (NSS)
- The Defense and Contingency Planning Guidance (DPG/CPG)
- The Quadrennial Defense Review (QDR)
- The Chairman, Joint Chiefs of Staff's Joint Vision
- The Joint Strategic Capabilities Plan (JSCP)
- The Army Strategic Campaign Plan (ASCP) and Planning Board (ASPB)
- The Army Plan (TAP)
- The Unified Commanders Operations Plans, Contingency Plans and Theater Engagement Plans

k. ARNG Directorate POC for:

- Missioning and Sourcing of ARNG units
- The Army Strategic Planning Board (ASPB)
- The Army Mobilization Operations Planning and Execution System (AMOPES)
- The HQDA Master Priority List (DAMPL)
- The Army WARTRACE Program
- The Army Force Support Package (FSP) Program
- Managed Level of Resources (MLR) Program

l. Assist in the development of operational and strategic level Army and Joint Warfighting concepts and doctrine.

m. Review Operation Plans (OPLANs), identify CINC requirements and provide recommendation to the Director, ARNG on units to support CINC requirements.

n. Provide assistance and participate in the overall program for conducting Total Army Analysis (TAA) and follow-on studies.

o. Participate in Reserve Component Employment Studies and workgroups that address the specific finding of these studies. Ensure ARNG remains engaged and seek missions that are supported by current and projected force structure.

p. Assist the ARSTAF in developing Illustrative Planning Scenarios that will be instrumental in the development of the DPG. These same scenarios will also be key to the Joint Warfighting Experiment and QDR processes.

q. Review and update Army and Army National Guard regulations such as FORSCOM/Army National Guard Regulation (ARNGR) 350-2, FORSCOM 350-4, etc.

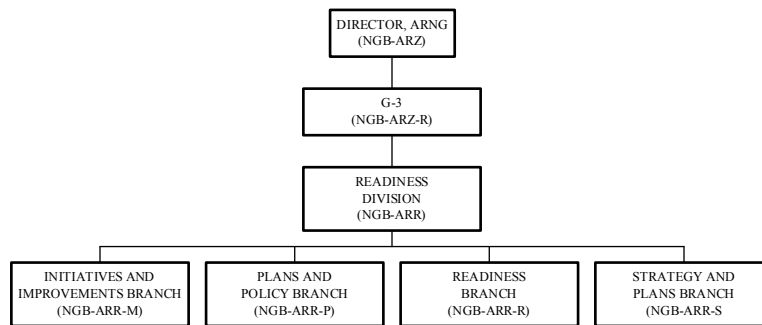


Figure 3.24. Army National Guard Readiness Division (NGB-ARR)

3.25. Army National Guard Operations Division (NGB-ARO)

Manages and resources the participation of the Army National Guard in worldwide exercises, operational programs, and deployments. Assists in planning, coordinating, resourcing, and with the execution of all CONUS and OCONUS deployments, emergency response missions and exercises. Responsible for managing and integrating ARNG Information Operations in support of Federal or State missions. The ARNG Operations Division is responsible for performing the following functions.

a. Combat Training Center (CTC)

(1) Develops the planning, scheduling, coordination of funds, and execution of ARNG Battle Command Training Program (BCTP) and Battle Command Battle Staff Training (BCBST) at the National Training Center (NTC) and the Joint Readiness Training Center (JRTC).

(2) Provides resources through the POM to support all ARNG training associated with CTCs.

b. Plans and Programs

(1) Distributes Inactive Duty Training (IDT) travel funds for the States and Territories.

(2) Provides management of Annual Training program, including review and approval of Annual Training (AT) Plans.

(3) Manages and provides resources for worldwide ARNG Title 10 Short Tour Program, which encompasses ADSW, Temporary Tours of Active Duty (TTAD) and Extended Active Duty (EAD).

(4) Plans, programs, budgets and executes (PPBE) for 14 MDEPs in the areas of Training Support, Antiterrorism/Force Protection, Law Enforcement, Information Operations, Intelligence (language, training readiness and Reserve Component Intelligence Program), Military Support to Civil Authorities, Overseas Mission Support (OMS), and Annual Training (pay and travel).

(5) Plans, programs, budgets and executes (PPBE) ARNG support for contingency operations (CONOPS).

(6) Manages Military Readiness Airlift (MRA) support for the ARNG in coordination with the ANG.

c. Exercise Branch

(1) Manages the Special Operations Forces (SOF) unique sustainment training funding for the Army National Guard Special Forces (ARNG SF) units and coordinates ARNG SOF issues with the United States Army Special Operations Command (USASOC).

(2) Plans, coordinates and resources the Overseas Deployment for Training (ODT) program in coordination with Combatant Commands, FORSCOM and Army component commands.

(3) Plans, coordinates and resources the Army National Guard CONUS exercise program with U. S. Joint Forces Command (USJFCOM), NORTHCOM and FORSCOM.

(4) Administers and distributes resources for the Innovative Readiness Training (IRT) Program.

(5) Provides oversight and distributes funding for Active Component / Reserve Component Integration issues related to Integrated Divisions and the TEAMING program.

d. ARNG Support Cell (embedded in JICC)

(1) Maintains a 24-hour communication capability with the States and Territories, DOD and other federal agencies.

(2) Serves as the communication channel for requests from DOD and federal agencies for National Guard support.

(3) Serves as the ARNG coordinator for the Army and NGB Continuity of Operations Plans (COOP).

(4) Provides funds for Military Support to Civil Authorities for emergencies and natural and manmade disasters to include Weapons of Mass Destruction (WMD).

e. Deployments

(1) Ensures the level of mobilization and deployment readiness is consistent with the goals and objectives established by the Army National Guard and the Army.

(2) Develops and coordinates ARNG mobilization policy and programs.

(3) Provides input for councils and committees related to mobilization and other Reserve Component (RC) employment issues.

(4) Develops and provides guidance for implementing the mobilization process.

(5) Develops and provides ARNG recommendations on ARNG mobilizations stationing with HQDA and FORSCOM.

(6) Reviews and recommends changes to FORSCOM Mobilization and Deployment Planning and Execution Systems (FORMSDEPS).

(7) Reviews and provides input to OSD, JCS and HQDA mobilization studies.

(8) Serves as Divisional POC for the PPBES process and Level II PBAC. Administer the Modified Army Management Structured Code (MAMSCO) 2G16.

- (9) Develops POM input related to mobilization support for exercises and support for operational missions.
- (10) Coordinates States, Territories, and the District of Columbia in developing their mobilization planning and exercise program.
- (11) Coordinates States, Territories, and the District of Columbia for participation in JCS and HQDA mobilization exercises.
- (12) Augments the Army Operation Center (AOC) as a member of the Crisis Action Team (CAT) during mobilization. Conducts mobilization training with the CAT during mobilization exercises.
- (13) Provides recommendations to HQDA and FORSCOM on mobilization of ARNG units for Stabilization and Support Operations (SASOs).
- (14) Facilitates mobilization of ARNG units for the Stabilization Force (SFOR) in Bosnia/Kosovo Force (KFOR) in Kosovo. Assist ARSTAF by working mobilization issues, preparing Notification for Training and Alert Orders and coordinate between HQDA, FORSCOM, TAGs, STARCs and ARNG units.
- (15) Provides guidance and liaison to the Mobilization Readiness Advisory Council (MRAC) on mobilization issues.
- (16) Reviews and recommend changes to the Army Mobilization Operations and Planning Execution System (AMOPES).
- (17) Provides and assist STARCs with a Mobilization (MOB) Assistance Team from the ARNG Directorate in order to facilitate and conduct the mobilization in a timely manner.
- (18) Acts as POC for Reserve Component Automation System (RCAS)-related mobilization functions.

f. Intelligence and Security

- (1) Provides resources and guidance for Physical and Information Security for 54 States and Territories.
- (2) Provides resources and guidance for Antiterrorism and Force Protection for 54 States/Territories and 47 ARNG Installations.
- (3) Serves as the executive agent for the distribution of funds for the Army Readiness Intelligence Training Program (REDTRAIN), Army Reserve Component Intelligence Program (ARCIP), The Army Language Program (TALP) and the Joint Reserve Intelligence Program (JRIP).
- (4) Intelligence Oversight IAW AR 381-10, US Army Intelligence Activities.
- (5) Provides oversight for the management of Arms, Ammunition, and Explosives (AA&E).
- (6) Advises Operations Division Chief on the employment and training of ARNG intelligence assets.

g. Information Operations

- (1) Focal point for ARNG Information Operations actions and activities. Plans, coordinates and resources Information Operations (IO) support for missions, operations and exercises. Coordinates IO training with Training Division and other Army agencies.
- (2) Coordinates Information Operations in Homeland Support.
- (3) Provides resources for special training events (i.e. Food Management, Conferences, and Special Projects) to all 54 Sates and Territories.

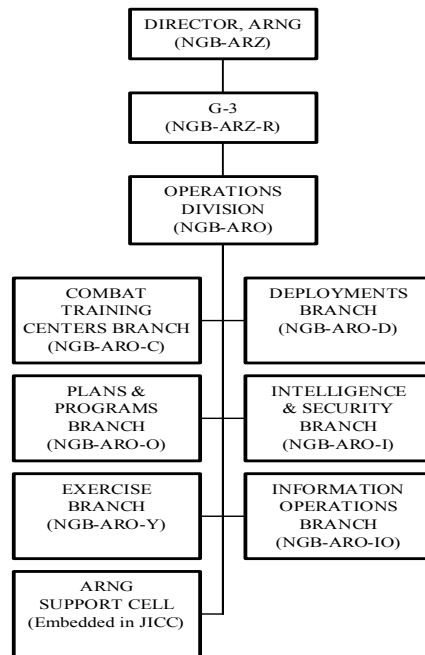


Figure 3.25. Army National Guard Operations Division (NGB-ARO)

3.26. Army National Guard Missile Defense Office (NGB-AMD)

Serves as the single point of contact at NGB on issues concerning the Army Ground-based Midcourse Defense (GMD) program. Responsible for managing, administering, advising, conducting direct and indirect coordination, and executing the application of resources dedicated to accomplishing the mission of the MD Program. Plans and coordinates the execution of those tasks required to recruit, train, and maintain the NGB MD force responsible for defending the United States against a limited strategic ballistic missile attack. Provides advice and information to the NGB leadership concerning MD issues. The ARNG Missile Defense office is responsible for performing the following functions:

- a. Manage all aspects of manning the Army GMD units to include recruiting, retention, remote site manning incentives, career development and any other force structure issues.
- b. Monitor all aspects of training for GMD personnel including qualification, sustainment training, and Testing, Training and Exercising (TTEC) programs.
- c. Coordinate with Systems developers on all requirements and operational issues impacting the GMD force.
- d. Execute budget analysis and execution as well as manage all other funding issues in close coordination with the Joint Program Office (JPO).

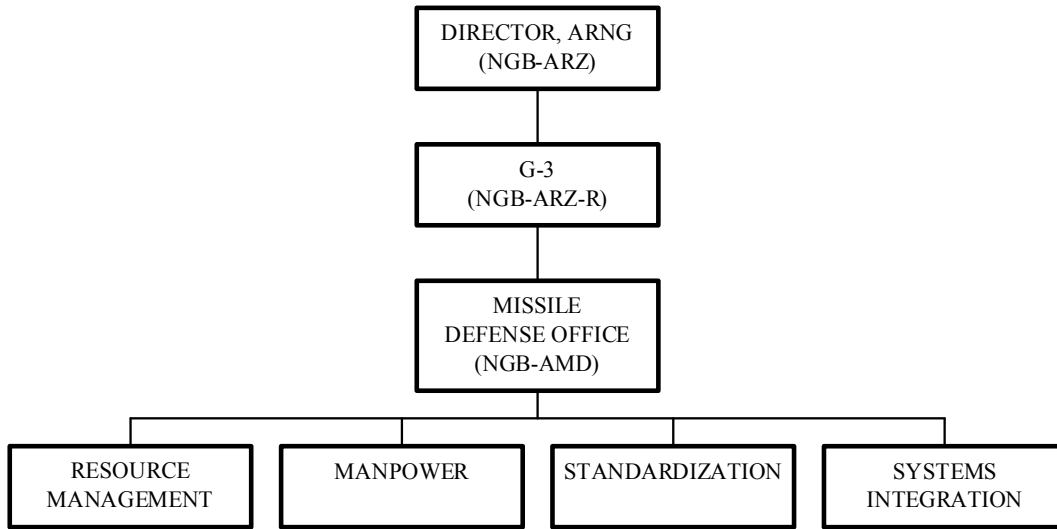


Figure 3.26. Army National Guard Missile Defense Office (NGB-AMD)

3.27. Army National Guard Training Division (NGB-ART)

Provides policy recommendations and direction for the analysis of the ARNG Training Vision, Mission, Strategy and Action Plans to identify trends and recommend solutions to complex training problems. Establishes functional training area objectives, determines requirements, drafts policy, and allocates resources to guide the States and Territories in providing trained and ready individuals and units. The ARNG Training Division is responsible for performing the following functions:

- a. Ensures that Army National Guard (ARNG) training is adequately resourced. This is accomplished through the Acquisition, Distribution, and Management (ADM) of ARNG training resources.
- b. Serves as the training subject matter expert (SME) on the Planning, Programming, Budgeting, and Execution System (PPBES).
- c. Prepares training programs and budgets input for the ARNG Program Objective Memorandum (POM).
- d. Manages ARNG training funds, including conduct of program risk analysis, allocation and reprogramming of training funds, as required.
- e. Drafts, recommends, and coordinates training regulations for the ARNG which establishes training policies, requirements, and direction for training the ARNG.
- f. Ensures all ARNG training policies and directives are fully coordinated with DOD, JCS, HQDA, TRADOC, FORSCOM, the States and Territories.
- g. Publishes training guidance to the States and Territories.
- h. Develops, resources and staffs plans, policies, programs and strategies in support of individual training to attain the optimum levels of readiness for Army National Guard (ARNG) soldiers.
- i. Develops and maintains the Distributive Learning Program.
- j. Develops and maintains programs for New Equipment Training (NET) and Displaced Equipment Training (DET).
- k. Establishes ARNG integrated training management systems in accordance with FM 25-100 and FM 25-101.

1. Conducts training site requirement studies and sizes training areas to determine adequacy. Analyzes facilities ranges, and training areas.

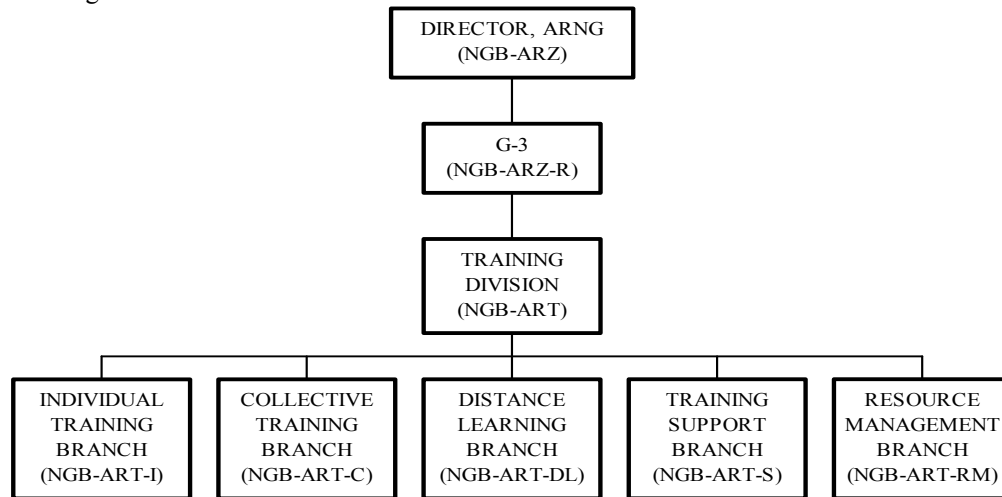


Figure 3.27. Army National Guard Training Division (NGB-ART)

3.28. Army National Guard Aviation and Safety Division (NGB-AVS)

Provides resources and national level program management on behalf of the Director, Army National Guard, for the Army National Guard Aviation Program and the Army National Guard Safety Program. Develops and implements plans, policies, and programs in the Aviation functional areas of Force Integration, Training, Logistics, including acquisition, Operations, including requirements, and Personnel. Develops and implements Safety plans, policies and programs in the Safety functional areas of ground, air, Occupational Health, Industrial Hygiene and munitions. Serves as the primary advisor to the Director, Army National Guard for all aspects of Safety. Represents the Chief, National Guard Bureau and the Director, Army National Guard on all General Officer safety councils and boards. The ARNG Aviation and Safety Division is responsible for performing the following functions:

- a. Develops, recommends and justifies program management plans, policies, and procedures for all short and long term resource and financial requirements for the ARNG Aviation and Safety programs of the several States.
- b. Develops, coordinates and maintains accounting records of fund execution and utilization by the several States in their Aviation and Safety programs.
- c. Develops, implements and manages plans, policies and procedures for the internal management of the Aviation and Safety Division.
- d. Develops, executes, manages and coordinates all plans, programs, policies and procedures pertaining to Aviation Operations, Standardization and Training.
- e. Provides national level management for Aviation Systems Readiness, Maintenance, Repair Report Programs, modernization, Contracts, Specialized Projects, equipment product assurance, Safety of Flight, Configuration, Technical Information/Technical Intelligence Data and Performance Indicators Programs.
- f. Develops, executes and manages all plans, programs, policies and procedures pertaining to Aviation and Ground Safety, Occupational Health and Industrial Hygiene.

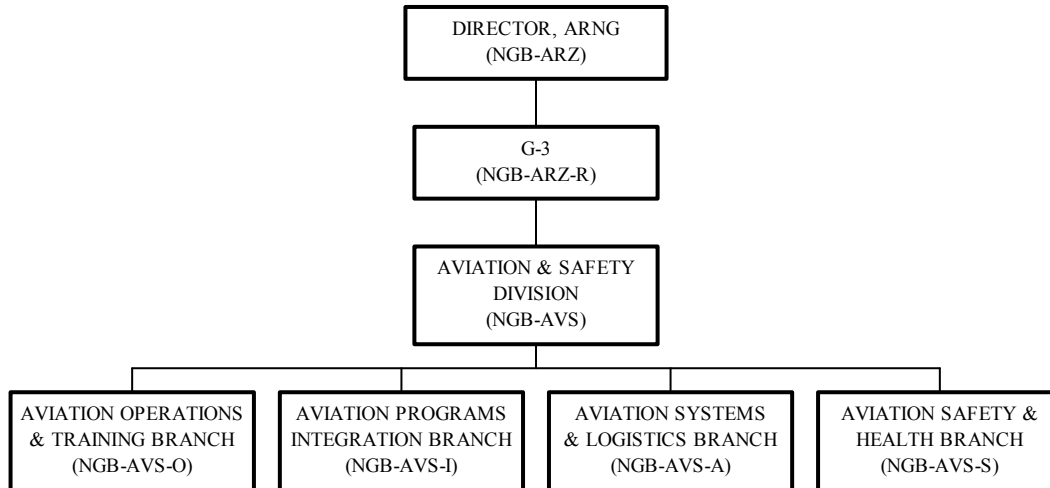


Figure 3.28. Army National Guard Aviation and Safety Division (NGB-AVS)

3.29. Army National Guard Force Management Division (NGB-ARF)

Responsible for the Force Management and Missioning of the Army National Guard. Provides a balanced and relevant Army National Guard force through the Army's Force Management and Missioning policies, processes and procedures to support the Federal mission (National Military Strategy) and the State (domestic) missions, through the functions of Force Integration; Force Structure; Force Modernization (personnel and equipment); Force Development; Force Requirements; Force Documentation; Army Planning, Programming, Budgeting and Execution System (PPBES); Missioning; Doctrine; Resourcing; Unit Federal Recognition and Unit Identification Code (UIC) Management. Also responsible to educate the Army National Guard on the Army Force Management policies, processes and procedures. The ARNG Force Management Division is responsible for performing the following functions:

- a. Performs Force Management functions for the Army National Guard (ARNG) providing technical expertise, training and support to the Army National Guard leadership, directorate, States and units.
- b. Provides policy, guidance, procedures and processes for Force Management and Missioning functions for the Army National Guard (ARNG).
- c. Garners resources (structure, modernization and missions) for the Army National Guard (ARNG).
- d. Manages, maintains and distributes Army National Guard (ARNG) Force Structure Allowance (FSA).
- e. Manages, maintains and distributes Army National Guard (ARNG) organizations that are relevant and missioned in accordance with the National Military Strategy (NMS) to support the federal mission.
- f. Manages, maintains and distributes Army National Guard (ARNG) organizations that are relevant to support the (domestic) mission.
- g. Manages and distributes Force Modernization (personnel and equipment) for the Army National Guard and all its units.
- h. Manages, maintains and distributes the documentation (authorizations and requirements) for all Army National Guard.
- i. Manages, maintains and distributes Unit Federal Recognition for the Army National Guard (ARNG) and Chief, National Guard Bureau (NGB).
- j. Manages, maintains and distributes Unit Identification Code (UIC) for the Army National Guard (ARNG).

- k. Responsible for the lead on the Organizing and Equipping Program Evaluation Groups.
- l. Responsible as the lead on Army National Guard Force Development and Requirements.
- m. Provides policy and guidance on modernization for the Army National Guard (ARNG).

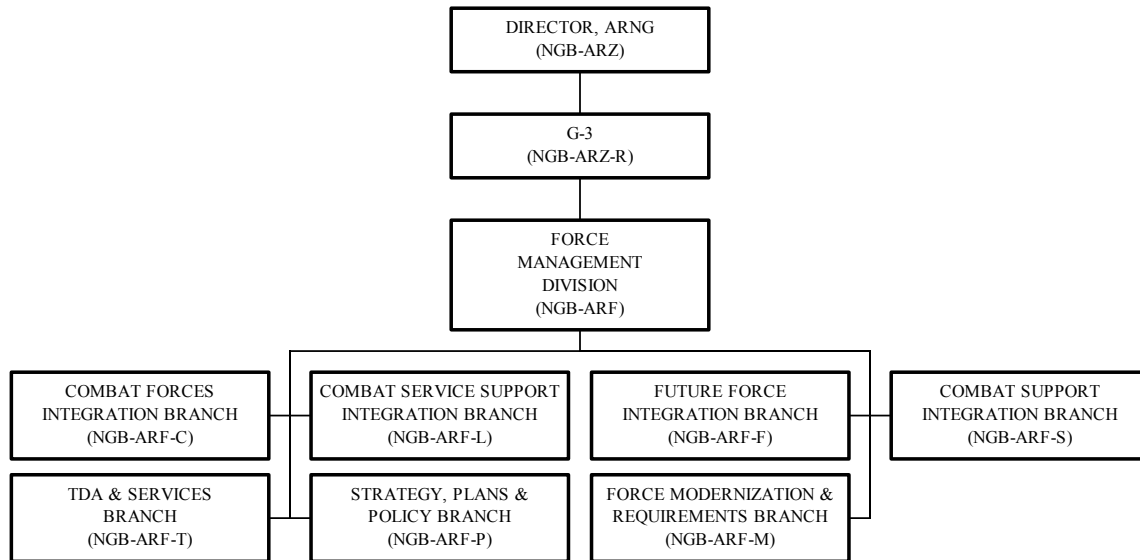


Figure 3.29. Army National Guard Force Management Division (NGB-ARF)

3.30. Army National Guard Logistics Division (NGB-ARL)

Administers the ARNG logistics programs. Provides planning, execution and policy management for resourcing, maintaining, and equipping the ARNG. Also supervises ARNG force modernization at the transition point from force structure actions to full logistics implementation, administers the ARNG equipment inventory, and provides career management assistance to the ARNG Acquisition Workforce. The ARNG Logistics Division is responsible for performing the following functions:

- a. Serves as Programming, Planning, and Budget administrators for Division OMNG internal PBAC projects, personnel TDY, and NGPA programming, budgeting, and execution.
- b. Issues funding documents, and provide resource guidance to the States.
- c. Administrates funding related to the ARNG Base-level Commercial Equipment Program (BCE).
- d. Conducts Command Logistics Review Program (CLRP) assessment and assistance visits to the States and their subordinate elements.
- e. Conducts in-depth evaluation of the logistics readiness of commands and installation support elements.
- f. Identifies systemic problems, as well as corrective actions.
- g. Manages Class I, III, V, and VII items in support of readiness and equipment modernization in the Army National Guard, and develops and executes programs to reduce excess materiel.
- h. Serves as the Program Administrator for the National Guard and Reserve Equipment Account.

- i. Coordinates the gathering, analysis, and presentation of equipping issues and funding requirements to the DARNG and DA Staff.
- j. Provides logistics operations and combat training center support.
- k. Identifies and implements opportunities for economizing of resources.
- l. Coordinates logistics aspects of Emergency Operations Center (EOC) activities.
- m. Provides input to NGB, DA and DOD logistics studies.
- n. Develops CONUS/OCONUS logistics support/training plans and doctrinal guidance.
- o. Administers automated maintenance systems and participates in development of new systems and technology.
- p. Provides guidance, advice, assistance and access to Army and national level decision making and/or problem resolution channels and resources for State maintenance activities.
- q. Serves as the liaison to integrate the ARNG Acquisition Workforce into the Army Acquisition Workforce.
- r. Develops and manages Title 10 Acquisition manning and administers development of contingency contracting assets in the States.
- s. Maintains records of and provides career management assistance to all ARNG Acquisition Workforce members.
- t. Monitors and administers the ARNG Acquisition Position List (APL).
- u. Establishes a career progression model to ensure the Workforce is provided developmental opportunities.
- v. Screens, reviews, and accesses new members into the ARNG Acquisition Workforce/Corps.
- w. Prepares, reviews, and recommends files of Corps members eligible for Product/Project manager positions to the DARNG.
- x. Manages ARNG logistic systems and processes in pursuit of DA and ARNG logistical objectives.
- y. Develops and implements policy and training support, and manages CSSAMO automation implementation and support.
- z. Manages the Logistics Training Center (LTC) to develop and sustain the professional knowledge of Army National Guard Logisticians.

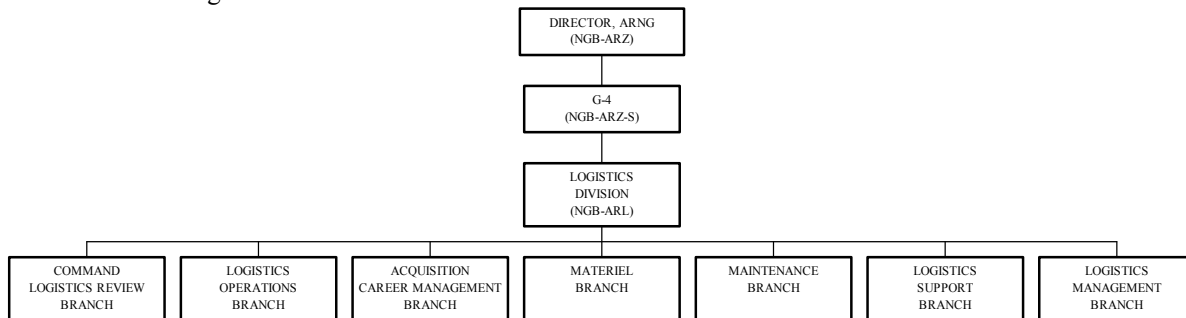


Figure 3.30. Army National Guard Logistics Division (NGB-ARL)

3.31. Army National Guard Environmental Programs Division (NGB-ARE)

Supports military readiness by obtaining and providing resources, guidance, and customer assistance while protecting human health and environment to ensure Army National Guard compliance with all applicable laws, regulations, and policies. The ARNG Environmental Programs Division is responsible for performing the following functions:

- a. Manages the Army National Guard (ARNG) environmental program to include the areas of conservation, compliance, restoration and pollution prevention.
- b. Obtains and provides to the States the resources, policy and guidance, technical assistance and program management to ensure compliance with environmental laws, and Department of Army (DA) and Department of Defense (DOD) regulations and directives.
- c. Develops and manages a training requirements and training resource plan to support the States and ARNG Directorate.
- d. Coordinates with States, ARNG Directorate and DA to monitor and report the health of the environmental program through the DA Environmental Quality Report and the Installation Status Report.
- e. Coordinates environmental Planning, Programming, Budgeting and Execution processes with NGB-ARE program managers, States, NGB-ARA, NGB-ARC, and appropriate DA and DOD offices.
- f. Manages the ARNG Environmental Compliance Assessment System Program by providing technical assistance, consultation and program overview with contractors during program execution (includes project scoping, software development, personnel training and technical assistance visits).
- g. Monitors environmental policy initiatives that may impact ARNG operations and facilities.
- h. Reviews and comments on developmental and final versions of environmental regulations, reports, and documents both internal and external. Transmits and coordinates dissemination of these reports and documents as required.
- i. Assists the States in identifying the need for and obtaining environmental permits, and monitoring compliance.
- j. Prepares and coordinates ARNG environmental documentation in accordance with National Environmental Policy Act.
- k. Provides assistance in planning activities associated with major land acquisitions. Conducts, reviews and approves Environmental Baseline Studies for real estate transactions involving the Army National Guard.
- l. Implements Integrated Training Area Management (ITAM) in conjunction with the ARNG Training Division to maintain realistic training conditions and stay in compliance with environmental requirements.
- m. Assists the States with the development and implementation of Integrated Natural Resources Management Plans and Integrated Cultural Resources Management Plans.
- n. Coordinates and manages the development of a nation-wide Geographical Information System (GIS) database to support Army National Guard missions.
- o. Develops plans for conducting historical and archeological surveys and assists with managing historically, architecturally, archeologically or culturally significant resources.
- p. Assists States during preparation and review of pollution prevention spill prevention, control and contingency and other environmental program plans.

q. Plans and executes the environmental restoration program for the ARNG as part of the Army’s Installation Restoration Program.

r. Plans and executes the range assessment and remediation program as part of the Army’s Range Rule Program.

s. Conducts environmental manpower requirements studies to support the State environmental requirements. Reviews and approves State position descriptions as needed.

t. Develops active partnerships with other divisions and DA and DOD offices for the effective accomplishment of joint programs and goals.

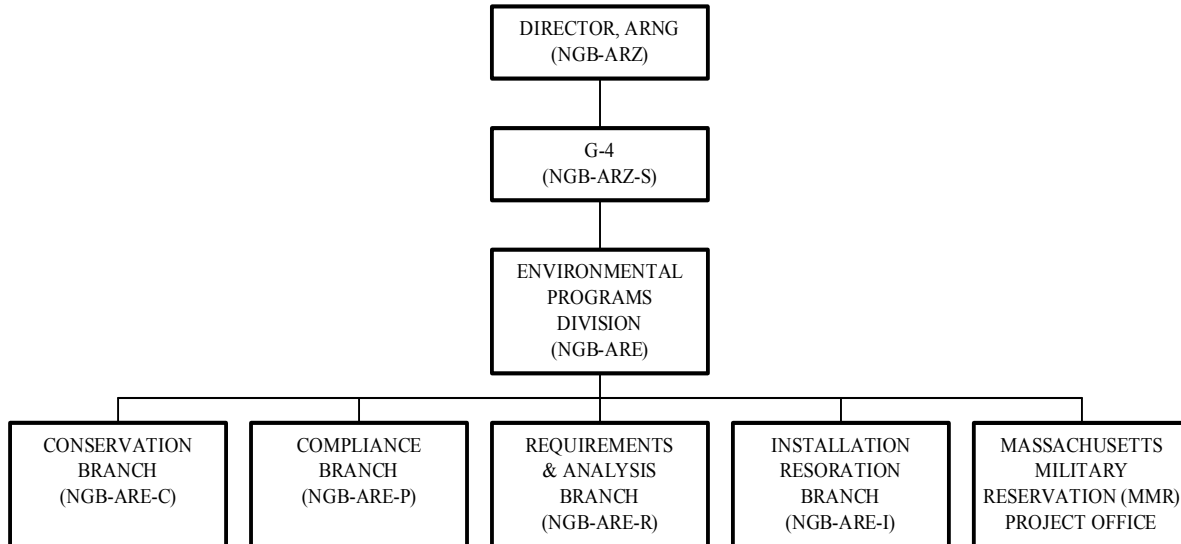


Figure 3.31. Army National Guard Environmental Programs Division (NGB-ARE)

3.32. Army National Guard Installations Division (NGB-ARI)

Administers resources and provides guidance to the States and Territories regarding the programming and execution of the Military Construction (MILCON) Program, the Real Property and Real Estate Program, and the base operations programs, which are all designed to support the readiness of the Army National Guard. The ARNG Installations Division is responsible for performing the following functions:

a. Administers and executes the National Guard MILCON program (MCNG), the Real Estate and Real Property Program, the Master Planning Program, the Real Property Operations and Maintenance (RPOM) Program, the Electronic Security Program, the Energy/Water conservation program, the Installation Status Report/Service Based Costing (ISR/SBC) Program, Intelligent Infrastructure Initiative Program, and miscellaneous base support initiatives.

b. Prepares and justifies estimates of Federal funds necessary during the Program Objective Memorandum (POM) and budget submission cycles for MILCON, RPOM and various other base operations support initiatives.

c. Maintains liaison with coordinating offices and individuals at the Department of the Army (DA), Office of the Assistant Secretary of the Army for Installations and Environment (ASA E)&(I), Office of the Secretary of Defense (OSD), Office of Management and Budget (OMB), Congress, and the States and Territories.

d. Directs policy for the administration of the construction program, to include Military Construction Cooperative Agreements, construction criteria reviews and project management, and authorizes the execution of construction contracts. Establishes and maintains design and construction criteria in regulations, pamphlets, and design guides, and provides criteria reviews of programming and contracting documents for ARNG facilities.

e. Prepares, defends and justifies Presidential budgets for two appropriations, including defending the budgets before DOD and OMB, briefing Congressional staffers and preparing witnesses for Congressional testimony.

f. Provides reviews of design submittals for adherence with NGB construction criteria for civil, structural, mechanical and electrical engineering and architectural professional disciplines.

g. Monitors the execution of MCNG appropriation and Land Forces Readiness Support Section of the Operations and Maintenance National Guard (OMNG) appropriation.

h. Administers multiple appropriations for apportionment of MCNG funds, preparing MCNG re-programming requests to Congress and issuing MCNG funds via the Army's Program Budget and Accounting System (PBAS).

i. Reviews and approves OMNG facilities' budgets for each State and provides instruction to NGB-ARC for issuance of these funds through PBAS.

j. Serves as the expert on cooperative agreement and reimbursement policy and administering Appendix 1 of the Master Cooperative Agreement.

k. Approves and manages leases, permits, rights-of-way, easements, and licenses of property.

l. Reviews, coordinates and executes all required actions for ARNG Base Realignment and Closure (BRAC) functions and requirements.

m. Maintains the ARNG real property databases, and provides real property reports and analysis as required.

n. Provides master planning tools, and reviews, approves and maintains State master plans to develop the ARNG wide master plan.

o. Develops and maintains the Installations Requirements Plan and Future Years Defense Plan, and other plans/reports required by DA, OSD and Congress.

p. Analyzes current conditions, shortfalls and required solutions for Joint Intrusion Detection Systems (IDS), Commercial IDS and other Electronic Security System (ESS) equipment, reviews all ESS requests for adequacy and compliance with NGB and DA regulations and guidelines, and manages the Other Procurement Army (OPA) 3 RJC6 funding accounts for commercial IDS and force protection.

q. Coordinates and manages mandated energy audits of ARNG facilities, conducts technical reviews of Energy Conservation Measure project submissions from the States, and justifies special energy program projects.

r. Represents NGB to DA on ISR and SBC, and collects, reviews and consolidates automated data from the States and forwards the database to DA for inclusion in the DA ISR report to the Army Chief of Staff.

s. Provides resourcing, real estate, facility management and project management training for the ARNG Construction and Facility Management Officers and their staffs.

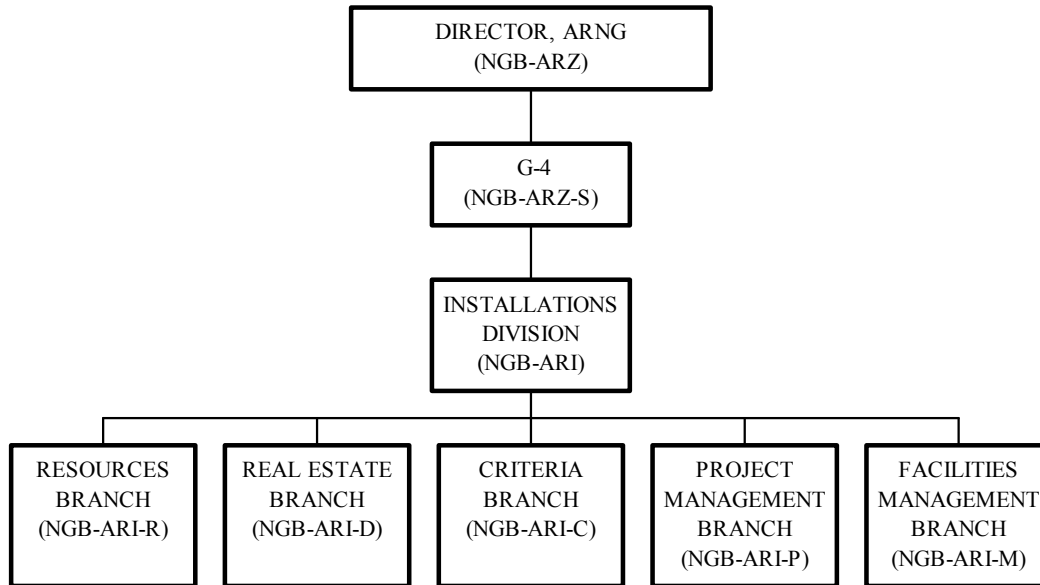


Figure 3.32. Army National Guard Installations Division (NGB-ARI)

3.33. Army National Guard Information Systems Division (NGB-AIS)

Assists the Director, Deputy Director, and the ARNG General Staff to implement effective information management strategic goals. Assists the Director, Deputy Director and the General Staff of the ARNG in implementing a sound investment process to select, control, and evaluate IT spending for costs, risks and benefits. Provides technical assistance in support of data processing services, systems and database integration, visual information services, records management, printing and publications management, postal services, and information assurance for the 54 States and Territories of the ARNG, the National Guard Bureau, as well as other ARNG customers. Develops plans and implementation guidance to facilitate the implementation of the ARNG integrated technology architecture. Promotes improvements to work processes used by the ARNG to carry out its programs. The ARNG Enterprise Information Systems Division is responsible for oversight of Information Services Branch, Communications Operations Branch, Information Services Branch, Software Engineering Branch, and the Data Processing Branch.

Data Processing Branch

Support, maintain, operate, monitor, backup, recover, secure and execute Continuity of Operation Procedures (COOP) for systems residing in the ARNGRC Computer Room. Provides technical support to all States/Territories for operating systems, databases and associated software within the DOD, DA and ARNG Technical Architectures.

- a. Ensure that the operating system software, teleprocessing software, and data sets are properly safeguarded by timely backup, recovery, archiving and COOP.
- b. Assist representatives of the State Deputy Chiefs of Staff for Information Management (DCSIMs)/Data Processing Centers (DPCs) to determine, document, and justify Automatic Data Processing (ADP), Automated/Automatic Data Processing Equipment (ADPE) and Otoacoustics Emissions (OAE) architecture.
- c. Evaluate, analyze, validate, prioritize, and recommend ARNG ADP and ADPE requirements using existing acquisition strategy and procedures for approved architecture systems.
- d. Provide operating system; database management, teleprocessing software, and related peripheral equipment support to the ARNG IT community.
- e. Operates the Defense Messaging Services (DMS) for the ARNG.

Communications Operations Branch

Operate, maintain and protect the GuardNet XXI backbone and critical enterprise services, which connects the Army to the National Guard of the States, Territories and the District of Columbia.

- a. Conduct Wide Area Network Operations.
- b. Conduct Enterprise Video Operations.
- c. Conduct Computer Network Defense Operations.
- d. Conduct Enterprise Engineering Operations.
- e. Conduct enterprise maintenance support.

Software Engineering Branch

Create, field and sustain well-designed, reliable and secure software applications that meets the requirements for functionality, performance, risk mitigation, that are under configuration management, and are compliant with DOD and DA policy.

- a. Develop, test, document, and maintain software applications in support of the ARNG functional community.
- b. Provide systems integration and fielding for the ARNG Enterprise.
- c. Provide Configuration Management for the ARNG Enterprise.
- d. Manage the inventory of the ARNG's major information systems, interfaces, holdings and information dissemination products as required by 44USC 3511 IAW OMB circular A-130.
- e. Perform operational tests and software product releases for operational use by multiple MACOMs for standardized use in TDA organizations IAW AR 700-142.
- f. Provide Data Modeling and Engineering Services including integration of cross-functional data requirements and implementation of 8320-1-M data Administration Procedures.

Information Services Branch

Provide administrative oversight of assigned Administrative Services functions and the Visual Information program in support of the ARNG. Provide an information exchange medium that reaches the NGB, ARNG, State/Territory guardsmen and civilians across all states and territories, which provides a single point of access to the ARNG's data, information, and knowledge.

- a. OPR for the management of the ARNG portion of the Army Records Management Program, the Army Printing and Binding Program, and the Army Official Mail and Distribution Management Program.
- b. Provide oversight and budgeting for the purchase of postal products for the Army National Guard.
- c. Manage and fund all FEDLOG accounts within the ARNG.
- d. Coordinate with the Program Manager for Administrative Services input to the Program Objective Memorandum.
- e. Provide technical assistance to NCR, Visual Information (VI) planning, policy and operational activities.
- f. Integrates and implements DOD/Army VI regulations and policies for all ARNG organizations.

- g. Provide the Army National Guard and National Guard Bureau with IT support that pertains to the acquisition, creation, storage, transmission, distribution, and disposition of still and motion imagery and multimedia with or without sound, linear or non-linear, for the purpose of conveying information including the exchange of ideas, data, and Information regardless of formats and technologies used.
- h. Coordinates with PM in development of POM for Publications Management Center at Augusta, ME.
- i. Provide Administrative Services requirements input for the POM.
- j. Ensure all information placed on publicly accessible ARNG web sites is properly reviewed for security, levels of sensitivity and other concerns before it is released IAW DOD Directive 5230.9 and DOD Instruction 5230.29.
- k. Provide technical assistance to all ARNG webmasters and content managers.
- l. Assist State Deputy Chiefs of Staff for Information Management (DCSIMs)/Data Processing Centers (DPCs) in determining, documenting, and justifying web services architectures.
- m. Serve as liaison for ARNG and coordinate with DOD, DA and Other Federal Agencies on web issues and policies.
- n. Provides oversight to the ARNG portion of the Publications Management Center in Augusta, ME.

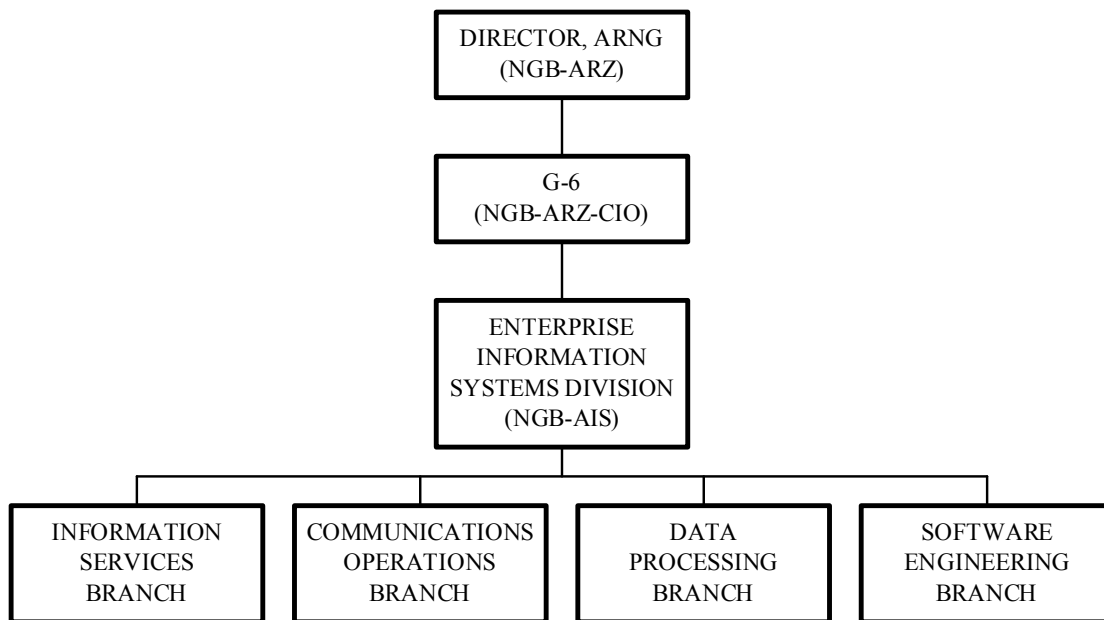


Figure 3.33. Army National Guard Information Systems Division (NGB-AIS)

3.34. Army National Guard Information Technology Plans, Programs and Policy Division (NGB-AIP)

Evaluate and recommend C4I/IT investments that provide the highest levels of mission capability for the resources available. Assist the ARNG G-6 in prioritizing C4I/IT investments that will ensure that the DARNG will fund the best portfolio of C4I/IT investments required to achieve the goals and objectives of Joint Vision 2020, the Army Transformation Strategy, the Army Knowledge Management Strategic Plan and The Army Plan.

- a. Manage administrative support for the division.

- b. Serve as space manager and environmental control liaison for the division in conjunction with the Army National Guard Readiness Center (ARNGRC) facilities management office.
- c. Monitor division compliance with NGB, DA, AAA, IG, and DOD Management Control Program.
- d. Serve as Chair for the ARNG G6 Configuration Control Board (CCB).
- e. Conduct business meetings with contractors/vendors of products and services in order to research available technologies as well as maintaining cognizance of technological advances.

Architecture Branch

Implement an information architecture management process, which fully integrates information systems across operational, technical, and system architectures. Ensure the ARNG utilizes an integrated framework with Standard Based Architecture for acquiring new technology and evolving or maintaining existing information technology to achieve ARNG strategic goals and missions.

- a. Develop and ensure compliance with procedures for identifying, establishing, and controlling change to and maintaining the integrity of the enterprise architecture.
- b. Assist ARNG Information Management Officers (IMO) and State Deputy Chiefs of Staff for Information Management (DCSIMs)/Data Processing Centers (DPCs) to determine, document, and justify Automatic Data Processing (ADP), Automated/Automatic Data Processing Equipment (ADPE) and Otoacoustics Emissions (OAE) architecture.
- c. Evaluate, analyze, validate, prioritize, and recommend C4IM requirements using existing acquisition strategy and procedures for approved architecture systems
- d. Assist IA efforts to identify and establish information systems security requirements architecture for the ARNG.
- e. Capture the Telecom Architecture for the ARNG to include a picture of the networks for the 54 states and territories.
- f. Manage data sharing initiative to meet COE/DII requirements and ensure data availability, data quality, data accessibility, and data security to support Army knowledge-base work force.
- g. Provide configuration management (CM) support including CM planning and change control procedures.
- h. Manage and formulate goals, objectives, plans, and SOPs for the Information Architecture for the ARNG.
- i. Provide strategic data management services to coordinate functional experts to standardize and register data standards. Serve as liaison officer for ARNG and coordinate with DOD, DA and Other Federal Agencies on data and database issues and policies.
- j. Serve as Chair for the ARNG G6 Configuration Control Board (CCB).
- k. Provide Data Administration Service to formulate strategic data plan for the development of database architecture and data models that support ARNG information requirement.
- l. Review and make recommendations concerning the procurement of new hardware and software and serve as the knowledge repository and technical guidance team in the executive software arena, to include conducting business meetings with contractors/vendors of products and services in order to research available technologies as well as maintaining cognizance of technological advances.
- m. Performs the full range of Contracting Officer's Representative (COR) duties and responsibilities for assigned contracts.

Information Technology Plans and Policy Branch

Develop, integrate, and update C4IM policy to include: Telecommunications, Visual Information, Administrative Services, Information Assurance, Automation, Architecture, Army Knowledge Management, and Public Key Infrastructure. Provide POM integration, guidance, and scheduling, based on division and CIO priorities. Develop policy to integrate tactical and BASOPs infrastructure by ensuring C4IM infrastructure is modernized and interoperable with the Active Component, Army Reserve, and Joint Services. Provide timely, relevant information papers and subject matter expertise to Congress, Army Leadership, and ARNG Leadership. Provide training oversight for all assigned personnel.

a. Provides Program Objective Memorandum integration, guidance, and scheduling, based on division and CIO priorities. The team coordinates with division, ARNG, and Army staff to develop an accurate statement of division resource requirements. Develops POM and budget strategies for DMS and the 54 States and Territories.

b. Develops and maintains a coherent long-range information technology policy. Establishes policies, procedures, and measures for the ARNG to deploy for the prevention, detection, and response to any IT security infrastructure threat or attack.

c. Develops strategy and implementation plans to identify best practices, strategic approaches, and methods that will facilitate the ARNG's transformation into a knowledge-based organization. Provides SME to ARNG Leadership and coordinates with DoD, Army, NGB, federal public, and private KM efforts. Coordinates ARNG KM input to strategic documents.

d. Develops policy to integrate tactical and BASOPs infrastructure by ensuring IT infrastructure is modernized and interoperable with the Active Component, Army Reserve, and Joint Service.

e. Issue planning guidance, budget formulation guidance, and funding recommendations to ARNG staff, divisions, states, territories, and the District of Columbia. Ensure all plans and budgeted items meet the requirements set forth by Public Law, DOD, and DOD policies and regulatory constraints.

f. Validate ARNG ADP and ADPE requirements using existing acquisition strategy and procedures for approved architecture systems.

g. Conduct annual assessment of the Management Control Program, and coordinate with the Army Audit Agency when required.

h. Perform the full range of Contracting Officer's Representative (COR) duties and responsibilities for assigned contracts.

i. Interpret, publish guidance and monitor compliance with DOD/Army data management regulations and policies for all ARNG organizations.

j. Develop policies and procedures for the administration of the records and forms management programs.

k. Develop policies and procedures to ensure that operating system software, teleprocessing software, and data sets are properly safeguarded by timely backup, recovery, archiving, and Continuity of Operation Procedures (COOP).

l. Review and interpret DOD, DA, and NGB directives, policies, and regulations pertaining to COMSEC, COMPUSEC, and TEMPEST for the ARNG.

m. Provide guidance and coordination for the implementation of automation security regulations and training with all ARNG Information Systems Security Officers to ensure operational integrity and compliance with DOD, DA, NETCOM, and NGB security regulations.

n. Verify and ensure compliance with procedures for database management function activities in accordance with DODI 8320 and AR 25-1.

o. Manages and formulates goals and policies for ARNG Telecom Information. Provide network communications policy for wide area network serving the ARNG. Manages and formulates goals, objectives, plans, and SOPs for web services for the ARNG. Develop plans and procedures for the operation and maintenance of Guard Knowledge Online.

p. Develop and produce policies regarding requests for system access. Develop plans and policies for future information system programs. Develop policies for the printing and publications program including the distribution of all forms, publications and other printed materials for the ARNG and the states/territories. Develop policies for all Postal Operations including policy for mailing accounts and postal product purchases for the ARNG and the states/territories.

q. Review standard operating procedures for websites and visual information activities for compliance with DOD/DA/NGB policies and procedures.

r. Provide guidance on developing and updating functional requirements and specifications of ARNG systems to the functional user. Validate adherence to procedures for the implementation of new software releases.

s. Serve as space manager and environmental control liaison for the division in conjunction with the ARNGRC facilities management office.

t. Audit and verify inventory of the agencies' major information systems, holdings and information dissemination products, to insure compliance with 44 USC 3511 IAW OMB Circular A-130.

Telecommunication PM

Provide state of the art telecommunication programs to ARNG customers. Develop policies to facilitate economic and efficient selection and implementation of telecommunications technologies. Insure compliance with Federal, DoD, DA, and other policies.

a. Develop, recommend and monitor the current and budget year Telecommunications services programs.

b. Assist ARNG Information Management Officers (IMO) and State Deputy Chiefs of Staff for Information Management (DCSIMs)/Data Processing Centers (DPCs) in determining, documenting, and justifying telecommunications architecture.

c. Issue planning guidance, budget formulation guidance, and funding recommendations to ARNG staff, divisions, states, territories, and the District of Columbia.

d. Receive, review, and approve (for budget) State Cooperative Agreements.

e. Develop and maintain the five-year Management Control Plan for Enterprise and NCR Divisions, which identify key areas that need to be evaluated annually.

f. Responsible for reviewing IT metric input from the 54 states, territories, and District of Columbia, and recommending changes to IT metrics for applicable areas.

g. Coordinate Changes to Chapter 17, NGR 4-1/ANGI 63-101, Grants and Cooperative Agreements

h. Develop and coordinate telecommunications related plans and policies pertaining to the ARNG.

i. Develop and ensure compliance with procedures for identifying, establishing, and controlling change to and maintaining the integrity of the enterprise architecture.

j. Develop plans and policies for future telecommunication programs.

k. Provide technical assistance to ARNG, and States/Territories on information systems telecommunications planning and policy activities. This includes identifying, establishing, and validating telecommunication requirements.

l. Provides technical assistance in planning and policy activities to the states/territories, and DCSIMs in support of their voice, video, and data telecommunications network.

m. Capture the Telecom Architecture for the ARNG to include a picture of the networks for the 54 states and territories.

n. Assist the functional user in developing and updating functional requirements and specifications of ARNG systems.

Information Services PM

Forecast and formulate strategic information services requirements to include Visual Information, Administrative Services, and Web Services for the ARNG C4IM POM based on CIO priorities. Interpret information services policies and guidance pertaining to ARNY and ensure compliance with Federal, DoD, DA and other policies.

a. Validate Administrative Services and Visual Information requirements and provide input for the POM.

b. Develop, recommend and monitor the current and budget year Administrative Services and Visual Information Services programs, the Maine printing plant and the ARNG copier program.

c. Assist ARNG Information Management Officers (IMO) and State Deputy Chiefs of Staff for Information Management (DCSIMs)/Data Processing Centers (DPCs) in determining, documenting, and justifying Information Services architecture.

d. Conduct periodic review and analysis of ENT/NCR budget execution. Conducts reviews prior to the acquisition of new software and hardware.

e. Coordinate Changes to Chapter 14, NGR 4-1/ANGI 63-101, Grants and Cooperative Agreements

f. Develop and coordinate Information Services related plans and policies pertaining to the ARNG.

g. Ensure compliance with procedures for identifying, establishing, and controlling change to and maintaining the integrity of the Information Services enterprise architecture.

h. Plan for the necessary resources to adequately support Guard Knowledge Online operations to include funding, equipping, staffing and training.

i. Plan for the integration of ARNG web sites IAW AKM guidance.

j. Ensure compliance with plans and policies for future Information Systems programs. Ensure compliance with plans and policies for the printing and publications program including the distribution of all forms, publications and other printed materials for the ARNG and the states/territories. Ensure compliance with plans and policies for all Postal Operations including policy for mailing accounts and postal product purchases for the ARNG and the states/territories.

k. Identifies unique IS requirements for network support for ARNG directorate.

l. Issue planning guidance, budget formulation guidance, and funding recommendations to ARNG staff, divisions, states, territories, and the District of Columbia.

m. Monitor compliance with applicable Army/DoD/NGB policies and provide guidance regarding web services to include consolidation efforts.

- n. Provide technical assistance in planning and policy activities to the states/territories in support of web services.
- o. Responsible for reviewing IT IS metric input from 54 states, territories, and District of Columbia and recommending changes to IT metrics for applicable areas.
- p. Participate as the ARNG principal web representative on all ARNG, Army steering committees requiring a web principal.
- q. Serve as liaison for ARNG and coordinate with DOD, DA and Other Federal Agencies on web issues and policies.
- r. Assist the functional user in developing and updating functional requirements and specifications of ARNG systems.
- s. Develop plans and procedures for the operation and maintenance of Guard Knowledge Online.

Information Assurance PM

Leverage technology to insure that a strong information assurance infrastructure is in place throughout the ARNG. Establish policies to insure information assurance and verify compliance with Information assurance policies and procedures. Insure that all information assurance processes are compliant with Federal, DoD, DA and other policies.

- a. Develop plans and procedures for the administration of Information Systems Security (ISS) / Information Assurance (IA) for networks developed or operated by ARNG personnel, contractors or states/territories.
- b. Ensure the DODISS/IA (COMPUSEC/COMSAEC) program is properly implemented and develop guidance where necessary.
- c. Establish an ISS/IA personnel structure to ensure that ISS/IA responsibilities are delineated at all echelons within the ARNG as required by paragraph 1-6, AR 380-19.4.
- d. Manage the ARNG Security Telephone (STU-III) program as the Commands STU-III authority (CA).
- e. Plan and coordinate fielding and training of sustaining base encryption generation equipment.
- f. Assist ARNG Information Assurance Managers (IAMs) and State Deputy Chiefs of Staff for Information Management (DCSIMs)/Data Processing Centers (DPCs) in determining, documenting, and justifying information assurance architecture.
- g. Issue Information Assurance planning guidance, budget formulation guidance, and funding recommendations to ARNG staff, divisions, states, territories, and the District of Columbia.
- h. Responsible for reviewing IT IA metric input from 54 states, territories, and District of Columbia and recommending changes to IT IA metrics for applicable areas.
- i. Validates ISS/IA resource requirements for the MS4X and MX5T POM.
- j. Develop, recommend and monitor the current and budget year Information Assurance services programs. Develop and coordinate Information Assurance related plans and policies pertaining to the ARNG. Develop plans and policies for future information assurance programs.
- k. Develop and ensure compliance with accreditation procedures for identifying, establishing, and controlling change to and maintaining the integrity of the enterprise architecture.
- l. Develops guidance for and ensures compliance with DODISS/IA (COMPUSEC/COMSEC) program.

- m. Establish and publish policies for the execution of information systems security/Information Assurance for the ARNG.
- n. Represent ARNG on National, DOD, and DA information systems security working groups and committees
- o. Serve as the primary focal point for interface with DA, DOD, and NSA on information systems security/Information assurance policy development.
- p. Act as the principal point of contact (POC) for Technical Security Counter Measures/TEMPEST IAW AR 381-14.
- q. Identify ARNG requirements and provide input for the DA Information Systems Security Program (ISSP).

Automation PM

Develop policies and programs to facilitate efficiency in daily business and operational activities by leveraging technology to automate certain processes. Establish policies to ensure that automation efforts are in compliance with Federal, DoD, DA, and other policies.

- a. Develop, recommend and monitor the current and budget year Automation services programs.
- b. Conduct periodic review and analysis of ENT/NCR budget execution.
- c. Assist ARNG Information Management Officers (IMO) and State Deputy Chiefs of Staff for Information Management (DCSIMs)/Data Processing Centers (DPCs) in determining, documenting, and justifying automation architecture.
- d. Develop and coordinate automation plans and policies pertaining to the ARNG. Develop plans and policies for future automation programs.
- e. Develop and ensure compliance with procedures for identifying, establishing, and controlling change to and maintaining the integrity of the enterprise architecture.
- f. Evaluate, analyze, validate, prioritize, and recommend ARNG ADP and ADPE requirements using existing acquisition strategy and procedures for approved architecture systems.
- g. Issue planning guidance, budget formulation guidance, and funding recommendations to ARNG staff, divisions, states, territories, and the District of Columbia.
- h. Manage data sharing initiative to meet COE/DII requirements and ensure data availability, data quality, data accessibility, and data security to support Army knowledge-base work force.
- i. Provide Data Standardization Services to coordinate functional experts to standardize and register data standards. Serve as liaison officer for ARNG and coordinate with DOD, DA and Other Federal Agencies on data and database issues and policies.
- j. Provide technical review and expertise on all life cycle replacement and provide POM input as necessary.
- k. Responsible for reviewing IT metric input from 54 states, territories, and District of Columbia and recommending changes to IT metrics for applicable areas.
- l. Reviews and makes recommendations concerning the procurement of new hardware and software and serves as the knowledge repository and technical guidance team in the executive software arena. Conducts reviews prior to the acquisition of new software and hardware. Provides recommendations on the advantages/disadvantages and feasibility of commercially available software.

- m. Assist the functional user in developing and updating functional requirements and specifications of ARNG systems.
- n. Participate as the ARNG principal representative on all ARNG, Army data administration steering committees.
- o. Provide technical review and expertise on all life cycle replacement and provide POM input as necessary.

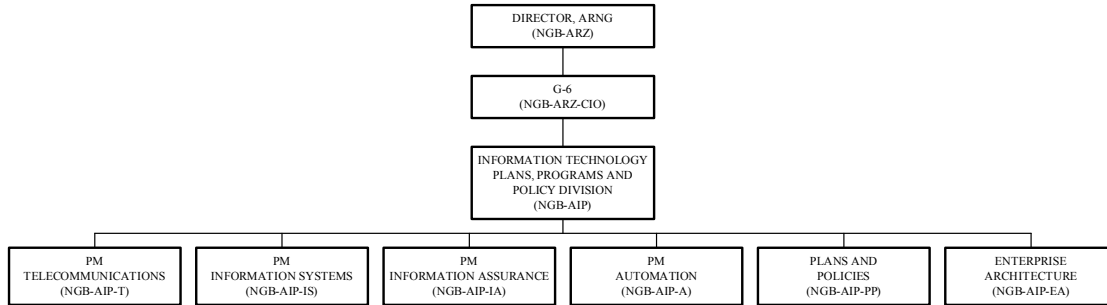


Figure 3.34. Army National Guard Information Technology Plans, Programs and Policy Division (NGB-AIP)

3.35. National Capitol Region Information Management (NGB-ARZ-CIO-D)

Provides all telecommunication and Information Technology (IT) systems, services, and support for the HQ ARNG and the HQ NGB. Contract Officer Representative for NCR IT support contract. Plans, programs, budgets, and executes the NCR annual IT/Telecommunications budget. Develops strategic IT architecture, engineering and implementation/installation plans. Operates, maintains, and provides lifecycle support for all HQ ARNG and HQ NGB IT/Telecommunication systems. Provides local and remote access to shared networked and Internet resources. Process and satisfies customer's IT/Telecommunication requirements. Develops, implements, and enforces IT/Telecommunications policy. Develops Information Assurance (IA) Contingency of Operations and Data/Disaster Recovery Plans. Researches and implements new IT/Telecommunication systems and capabilities ensuring that they are compliant with DOD, DA, and DAF policy, architectures, and standards. Implements and reports compliance with DA and DAF CERTS, IAVAs, and INFOCONS. Responsible for the protection, recovery, and restoration of assigned ARNG and NGB mission essential information/data.

Information Assurance

- a. Responsible for Information Assurance (IA), COMSEC, and classified system support activities within the NCR
- b. Develops and administers the NCR Computer Security and IA Training program.
- c. Implements and reports compliance with DA and DAF CERTS, IAVAs and INFOCONS.
- d. Conducts spot checks and queries to identify vulnerabilities and takes actions to resolve discrepancies.
- e. Documents and reports status and resolution of known Information Assurance Vulnerabilities. Researches, advises, and resolves system accreditation issues and provides inputs to the Classified and Unclassified Systems Accreditation Packages.
- f. Enforces compliance with DA and DAF IA directives and policy. Processes and satisfies customer DMS and SIPRNET account and access requirements. Develops and enforces IA policy and procedures.

Plans, Programs and Project Management

- a. Responsible for configuration control and management of NCR IT resources.

b. Develops the NCR IT Strategic Plan, Contingency of Operations and Information/Data Recovery Plan, and the Classified and Unclassified Systems Accreditation Packages.

c. IT resource and project management for all new NCR IT system capabilities, upgrades, or replacement.

Quality Assurance

a. Conduct customer surveys and analyze and report results in order to improve internal processes and customer support.

b. Assist NCR support functions in developing tracking and reporting meaningful performance metrics.

Engineering, Installation and Architecture

a. Research, develop, implement, and install new Information Technical solutions to satisfy mission/customer IT requirements, to improve network capabilities and performance, and to improve internal IT support processes.

b. Helps the PPP branch develop and maintain the NCR IT, Architecture, Strategic, and COOP Plans.

c. Coordinates and de-conflicts IT projects, plans, schedules, and milestones with the NCR CCB and JP1 and ARNGRC Operation Managers and Operation NCOs.

d. Develop schedules and implementation/installation plans.

e. Provide technical/engineering support to the Operations Managers for all new NCR IT installations

f. Heads the NCR Engineering & Requirements Board and briefs the NCR CCB on recommendations and proposals.

g. Conducts risk assessments and ensure Certificates to Operate are developed for all new systems.

h. Track, evaluate, assess, and test NCR IT systems and applications.

i. Document and track all NCR IT resources. Maintain NCR Network engineering diagrams.

Help Desk Support

a. Serves as the initial contact point to receive all user's comments, questions, and problems about software and systems for mini and microcomputers utilized by the client.

b. Assists in developing answers for all user questions either by direct involvement, or by interfacing with the appropriate project management.

c. Maintain software database used for inputting incident reports.

d. Coordinate user and network support issues among client sites to ensure timely distribution of knowledge and positive impact and stability of client network integrity and performance.

e. Product liaison for major products, working with independent software/hardware vendors to solve technical issues as needed.

f. Resolve Level 1 trouble calls from clients by providing expert and accurate technical support solution to clients by striving to exceed contractual guidelines of problem resolution on initial contact and recording all calls into the call tracking system.

g. Researches, resolves and responds to all questions received via telephone, e-mail, fax and callbacks in a timely manner and in accordance with client policies and procedures.

Telecommunications Support:

- a. Manages and executes the NCR Telecommunication Budget.
- b. Provides cable, circuit, cell phone, pager, calling card, wireless hand held device, desktop telephone, and other telecommunication devices, services, and support to NGB and ARNG Readiness Center customers.
- c. Establish and enforce local telecommunication policy and procedures.

Video Teleconference, Video Operations and Cable TV Support

- a. Plans and produces audio, visual, and multimedia material for communication and learning.
- b. Develops production ideas based on assignment or generates own ideas based on project objectives and audience interests.
 - c. Conducts research or utilizes knowledge and training to determine format, approach, content, level, and medium including computer generated production which will be most effective, meet objectives, and remain within budget.
 - d. Plans and develops, or directs assistants to develop, preproduction ideas into outlines, scripts, continuity, storyboards and graphics.
 - e. Selects or coordinates development of scripts.
 - f. Determines the size and content of the production and its budget.
 - g. When required, coordinates the hiring (negotiates contracts) and activities of the directors, cast members and production staff members.

Classified Systems, SIPRNET, DMS, PKI/CAC Support

- a. Processes and satisfies customer requirements for SIPRNET, DMS, and PKI/CAC services.
- b. Ensures compliance with current DOD, DA, and DAF IT architectures and security requirements and standards.

Desktop Computer Support

- a. Assists in performing tasks that require desktop hardware or software system solutions including the subsystem level, Install and modify computer systems software, peripheral computer equipment, and insures the equipment functions properly.
- b. Performs reliability determinations and troubleshoots and isolates desktop computer problems.
- c. Ensures that technical designs are properly documented.
- d. Performs research on new and existing computer systems and software.
- e. Have a thorough understanding of capabilities of the client's applicable hardware/software configurations.
- f. This includes system backup/recovery, basic software management, security management, library management, and operating computer systems -in different operating environments, sizing, performance, tuning, hardware/software trouble shooting and resource allocation.

Computer/Printer Maintenance

Troubleshoot, repair, and upgrade desktop, laptop, printers, and miscellaneous peripherals in order to extend the life of these networked resources and reduce annual IT support costs.

VIP Support

- a. General Officer and Senior Leadership telecommunications, desktop, and remote access IT support.
- b. VIP support covers Pentagon swing space and G.O. residence/quarters.

DC Armory Support

Personnel assigned to provide desktop computer and telecommunications support for the DC Armory.

Requirements Processing Support

- a. Develop and enforce local IT requirements policy and procedures.
- b. Process and satisfy customer IT requirements IAW local policy and procedures.

IT/IA Training

- a. Manages the development and organization of new and existing information systems and telecommunications courses in accordance with the Instructional Systems Development principles.
- b. Responsible for the educational soundness and technical accuracy of all course materials, evaluations, and critiques.
- c. Conducts technical training and development classes and assists in developing criteria to measure the effectiveness of these classes.
- d. Reviews and recommends new and evolving research, methods and techniques related to training and developing personnel to meet job requirements.
- e. Develops career ladders and counsels supervisory personnel on employee training and development. Gather and track all NCR IT/IA training requests and requirements.
- f. Monitor and respond to open help desk IT/IA training requests.
- g. Validate the need for, schedule, advertise, and coordinate local on-site classroom and one-on-one customer IT/IA training.
- h. Identify, schedule, and coordinate NCR IT support personnel training including conferences and seminars. Prepare/execute NCR fiscal year training budget.

Network Support

- a. Responsible for overall LAN/WAN system and activity.
- b. Responsible for overall Internet/Intranet and client server infrastructure system and activity.
- c. Maintain email, file, print, remote access, and other network services and servers.
- d. Responsible for backup, offsite storage, recovery and restoration of operations data and information.

- e. Maintain all network switches and other network devices.
- f. Studies and projects computer network resource requirements including personnel, software, equipment and facilities and makes recommendations to management of data network design to include knowledge of and experience in the installation, operation and troubleshooting of local and wide area networking, communications, and related hardware/software such as bridges, gateways, routers, multiplexers and hubs.
- g. Install, operate, and troubleshoot of Exchange services/servers.
- h. Studies electronic mail trends and projects migration and upgrade strategies.
- i. Have a thorough understanding of capabilities of the client's applicable hardware/software configurations.
- j. Have knowledge of and experience in installation, implementation, operation and maintenance of communications software/protocols.

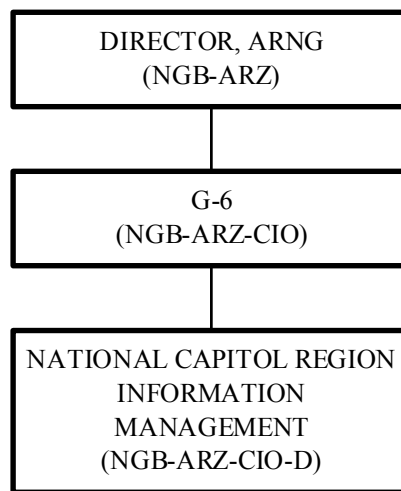


Figure 3.35. National Capitol Region Information Management (NGB-ARZ-CIO-D)

3.36. Information Technology Business Center (NGB-ARZ-CIO-BC)

To provide Fiscal and Budget Year financial services, property accountability acquisition management, civilian personnel administration, and training management for the NGB-AIP, NGB-AIS, and NGB-ARZ-CIO.

- a. Develop and execute the current year and budget year Command Operating Budget (COB). OPR for issuing money to states and tracking money movement within the NGB-AIS accounts. Assists the Program Managers (PM) in planning, developing and maintaining their portions of the COB. Assists the PM in validating the State Operating Budgets (SOB) of the fifty-four (54) States and Territories.
- b. Plan, develop, and maintain the next years' COB. Assists the PM in planning, developing, and maintaining their portions of the next year's COB. Assists the PM in validating the next year's SOB of the fifty-four (54) States and Territories.
- c. Plan, develop and maintain the current and next year's travel budget with input from the divisions and branches.
- d. Account for all financial transactions, including commitments, obligations, and disbursements. This entails reconciling the accounts with the Comptroller Division, Defense telecommunications Service-Washington D4(TS-W), DSSW, any contracted agencies, and any vendors currently on contract.
- e. Issue program planning instructions, budget formulation guidance, and funding authorizations to State

activities IAW AIS's PM directives.

f. Maintain property hand receipt and manage all property transactions. Administer contract requirements and records of government furnished equipment (GFE) issued to contractors. Act as coordinating representative for ADP equipment at the ARNG ADP sites.

g. Initiate procurement actions IAW policy and requesting PM's instructions.

h. Perform all functions and duties for the certification of fund availability and accountability of funds.

i. Manage the Travel Fund Accounts and issue TDY fund authorization.

j. Perform internal review/audit of purchase orders, TDY authorization, disbursements, property, and contractor files.

k. Perform Liaison Officer (LO) or Contracting Officer Representative (COR) duties and maintain contract files IAW Contracting Officer (CO) directives and policies.

l. Assist Program Managers, Project Managers and functional users in the preparation of Statements of Work (SOW) and other areas associated with the acquisition lifecycle of Information Technology.

m. Serve as POC for external audit agencies.

n. Insure all funding expenditures meet the requirements set forth by Public Law, DOD and DA policies and regulatory constraints.

o. Coordinate all command level budgetary meetings and conferences to include the resource management conference, PBAC, APB and QRA.

p. Ensure timely and accurate submission of personnel related matters to the appropriate civilian personnel office.

q. Process vendor invoices for payment to include verifying receipt and current billing changes.

r. Track purchases, supplies, services, and warranty data.

s. Administer the IMPAC Credit Card Program NGB-ARZ-CIO, NGB-AIS, and NGB-AIP.

t. Track, evaluate, and analyze current year budget execution for all fifty-four DCSIM and DPI automation accounts IAW plans and policy.

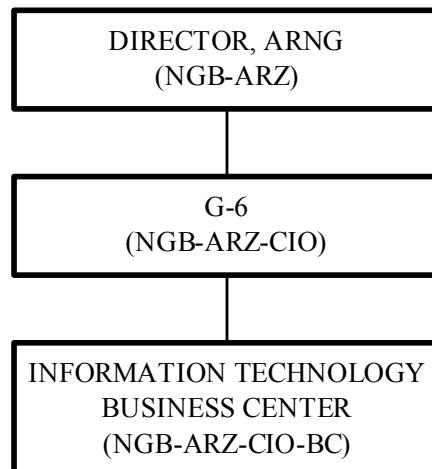


Figure 3.36. Information Technology Business Center (NGB-ARZ-CIO-BC)

Chapter 4
Air National Guard Directorate

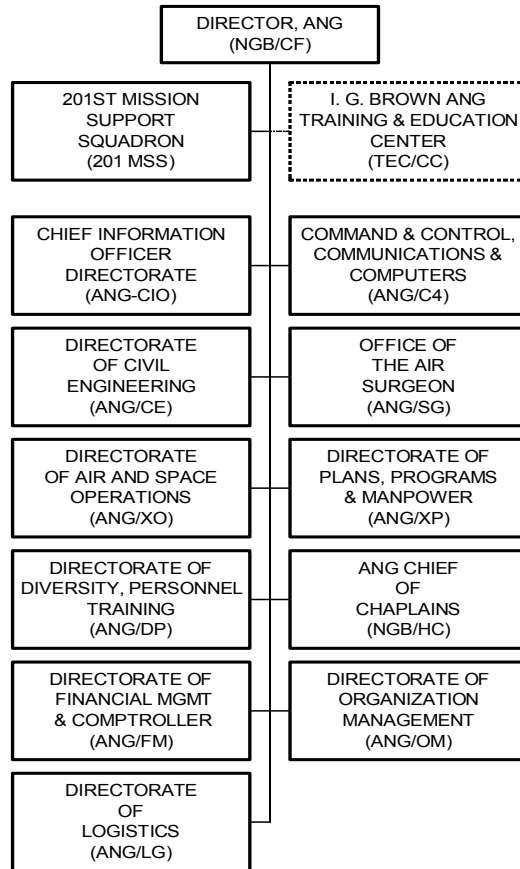


Figure 4.1. Air National Guard Directorate (NGB/CF)

4.1. Director, Air National Guard (Deputy Chief, NGB) (NGB/CF)

Develops and administers ANG plans, programs, and budget activities to ensure properly trained and equipped Air National Guard (ANG) forces are mission ready to meet wartime, contingency, national, and State emergency taskings. Directs staff activities to ensure full participation in Air Staff program and budget exercises. Advises the Chief, National Guard Bureau and Chief of Staff of the Air Force (CSAF) on matters affecting ANG. Provides guidance and assistance to the 54 States and Territories. The Office of the Director, ANG is responsible for performing the following functions:

- a. Responsible for formulating, developing, and coordinating all policies, plans and programs affecting the Air National Guard.
- b. Principal liaison between the States Adjutants General and the United States Air Force on all matters affecting the Air National Guard.
- c. Prepares for and testifies to the Congress on the state of the Air National Guard, including weapons systems, modernization, and Family Programs.
- d. Assist the Chief of the National Guard Bureau in carrying out the functions of the National Guard Bureau as they relate to the Air National Guard.

- e. Allocate unit structure, strength authorizations, and the resources to the Air National Guard of the United States.
- f. Prescribe the training discipline and training requirements for the Air National Guard and the allocation of Federal funds for the training of the Air National Guard.
- g. Ensure that units and members of the Air National Guard are trained by States in accordance with (IAW) approved programs, policies and guidance from the Chief, National Guard Bureau and the Secretary of the Air Force.
- h. Assist the States in the organization, maintenance, and operation of Air National Guard units.
- i. Plan and administer the budget of the Air National Guard of the United States.
- j. Issue directives, regulations and publications consistent with approved policies of the United States Air Force.
- k. Other functions as determined by the Chief, National Guard Bureau or the Secretary of the Air Force.

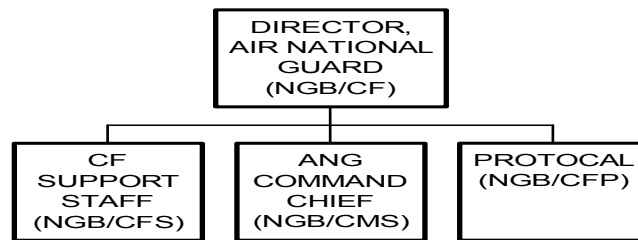


Figure 4.2. Director Air National Guard (NGB/CF)

4.2. Air National Guard 201st Mission Support Squadron (201 MSS)

Provides headquarters with the support and services required to maintain their internal activities. The ANG 201st MSS is responsible for performing the following functions:

- a. Provides administrative control for all Air National Guard members deployed in Title 10 status.
- b. Advises on personnel programs, career progression, promotion issues, family needs, financial matters, family and dormitory housing, details, professional military education and recognition programs for all enlisted personnel on statutory tour with the National Guard Bureau (NGB).
- c. Responsible for the military leave program, enlisted and officer performance reports, weight management program, Personnel Concept III (PCIII) updates, urinalysis scheduling, detailing and testing, Uniform Code of Military Justice (UCMJ) actions, Unfavorable Information File (UIF) control rosters, dependent care program, Bank of America Visa program, information/personnel security and vehicle registration and decals for all statutory tour personnel assigned to the Military District of Washington.
- d. Responsible for the upkeep, facility operations and maintenance for all buildings located on the Air National Guard Readiness Center campus.
- e. Provides information management support to the Air Directorate, including message distribution, mail, publications, forms, record management and reprographic support for all Information Management personnel. Also responsible for providing training and information on all 3A career field matters.
- f. Ensures the safety of all ANG personnel in their workplace.

- g. Provides supply and recycling support to the Air Directorate.
- h. Provides telecommunications support to the Air Directorate, including pagers and cell phones, as well as managing building security and communication issues.
- i. Provides graphic support to the Air Directorate ranging from photo opportunities to engraving to computer imaging and a myriad of associated requirements for conferences and special events.

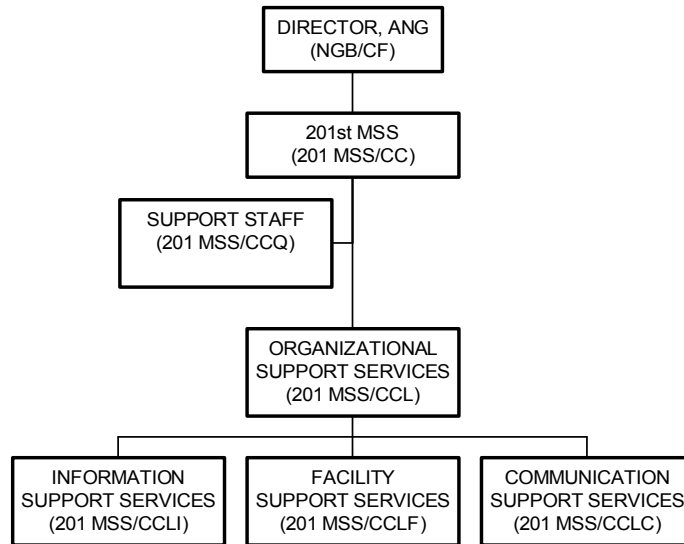


Figure 4.3. Air National Guard 201st Mission Support Squadron (201 MSS)

4.4. Air National Guard Civil Engineer Directorate (ANG/CE)

Acquires and operates \$12.6B in world-class facilities supporting the Air National Guard (ANG) missions while protecting our forces and the environment. Develops policies and program resources to support 11,807 Civil Engineer, Services, Readiness, Fire Protection and Explosive Ordnance Disposal personnel in 93 units. Equips and trains for worldwide employment in support of contingencies and the Air Expeditionary Forces. The ANG Civil Engineer Directorate is responsible for performing the following functions:

- a. Establishes Civil Engineer and Services force structure and provides policy and direction for over 14,000 ANG Civil Engineer and Services personnel.
- b. Coordinates on Air Staff level policy and programming which impacts execution for the Air National Guard (ANG) activities.
- c. Develops, defends, and executes Military Construction Programs and Facility Operation, Maintenance and Repair Programs in excess of \$500 million annually.
- d. Directs all ANG environmental activities, negotiates land acquisition, leases, real property accountability, airspace agreements, and Airport Joint Use Agreements for 88 flying units and supporting geographically separated units.

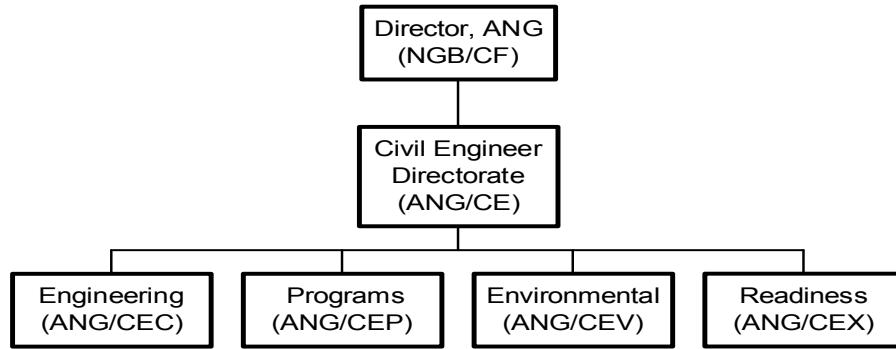


Figure 4.5. Air National Guard Civil Engineer Directorate (ANG/CE)

4.5. Air National Guard Operations Directorate (ANG/XO)

Provides combat ready aerospace forces, in partnership with the Adjutant Generals and the State Militias, to seamlessly integrate into the Aerospace Expeditionary Force of the U. S. Air Force (USAF), ensuring the Total Force posture of the world’s premier Air Force, able to shape, respond and prepare for today and an uncertain future. The ANG Operations Directorate is responsible for performing the following functions:

- a. Plan, budget, coordinate and execute all ANG deployments and exercises.
- b. Manage ANG space, intelligence and information warfare assets and missions.
- c. Serve as hub for executing contingency operations and provide ANG operational information for high-level decision-making processes.
- d. Partner with the USAF to coordinate and manage operational missions, re-missioning and asset conversions.
- e. Provide and manage resource/force protection and installation security requirements for ANG assets.
- f. Perform liaison with Joint and Combined Operational Forces, DOD, Federal and State agencies.
- g. Provide training oversight for ANG aircrew and operations personnel.
- h. Provides accurate and timely information on deployed ANG aerospace assets.
- i. Coordinate and manage ANG safety issues and mishap investigations.
- j. Provide technical supervision and professional responsibility oversight for ANG operations personnel.
- k. Serve as OPR for all policies and publications governing operational matters.
- l. Gather, validates, coordinate, and document requirements for new systems and modifications to existing systems and equipment.
- m. Monitor execution, consolidation, prioritization, distribution, and allocation of all ANG dedicated funding for new and existing systems, in particular the National Guard and Reserve Equipment Account (NGREA), and authors the annual National Guard and Reserve Equipment Report (NGRER) to Congress.
- n. Coordinate with the MAJCOMs, Air Staff, Joint Services, OSD, and the Congress to ensure all of the Guard requirements identified in the Future Year Defense Plan.
- o. Coordinate testing and evaluation of mission enhancements with Guard, Active Duty, Joint, and Defense testing agencies.

- p. Monitors Active Duty and Joint acquisition programs modernizing.
- q. Serves as the primary point of contact for all Guard aircraft modernization activities to include integration with the Active Duty Air Force, the Joint Services, OSD and Defense Industry.
- r. Articulates ANG modernization requirements to the Air Staff, OSD, and Congress.
- s. Serves as the focal point for Defense Industry to include entertaining new technology proposals, innovative solutions and creative funding ideas developed in the private sector.
- t. Develops and coordinates program acquisition strategies including production, delivery, funding and fielding.
- u. Serves as the acquisition agent for outside government agencies requiring military equipment for domestic missions (i.e. the Forestry Service for the Airborne Fire Fighting System (AFFS) for the C-130s).
- v. Form collaborative partnership with the States, Air Staff, and functional managers to integrate aviation and support units into deliberate and crisis action planning.
- w. Team with Joint and Air Staffs to ensure Total Force guidance is incorporated into the operational plans, AF Strategic Plans, War Mobilization Plans, Defense Planning Guidance, National Military Strategy, etc.
- x. Conduct analysis and evaluation of the wartime requirements.

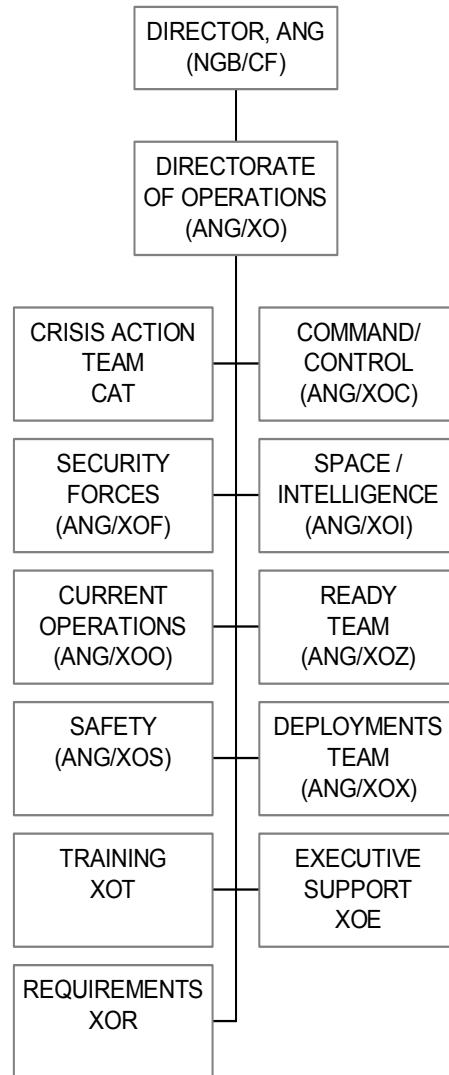


Figure 4.6. Air National Guard Operations Directorate (ANG/XO)

4.6. Air National Guard Directorate of Personnel and Training (ANG/DP)

Provides responsive and consistent personnel and training policies, programs and services to ANG commanders, Guard members, families and employers. The ANG Directorate of Personnel and Training is responsible for performing the following functions:

a. Force Management

(1) Manages those programs that develop the military workforce, provides career opportunities and meets individual needs.

(2) Conducts myriad personnel actions to include officer and medical officer appointments, officer promotions through 0-6, discharges and separations, awards and decorations, special trophies and awards, excess and overgrade assignments, DEERS eligibility and enrollments, and enlisted promotions.

(3) Ensures ANG control grade issues are managed according to congressional ceilings and guidance.

(4) Represents the ANG personnel community during the planning and execution of all ANG deployments conducting personnel accountability.

(5) Supports wartime operations, Smaller-Scale Contingencies (SSCs), Expeditionary Aerospace Force (EAF), and humanitarian missions.

(6) Operates as the Personnel Response Cell of the ANG Crisis Action Team during contingencies, emergencies, and JCS exercises.

(7) Is the functional manager for the Personnel career field and the point of contact for all matters concerning ANG Military Personnel Flights (MPFs).

b. Resources

(1) Programs, develops, and monitors the execution of the entire Air National Guard workday account.

(2) Responsible in the planning, programming, requirements and related initiatives and ensure same are included in the Planning, Programming, and Budgeting System (PPBS).

(3) Based on approved POM, prepares the budget submissions of the Budget Estimate Submission (BES).

(4) Develops personnel strength exhibits for the Military Personnel Budget based on approved Future Years Defense Plan (FYDP) end strength figures, assigned and approved mission adjustments.

(5) Defends strength portion of the Operations and Maintenance (O&M) and Military Personnel Budgets at OSD and OMB hearings.

c. Systems and Analysis

(1) Provides personnel data analysis for NGB staff, personnel system support to 88 ANG wings, and information technology support to over 100 member ANG Personnel and Training (ANG/DP) staff.

(2) Provides statistical analysis and standardized information gathering and reporting for ANG, HQ Air Force, MAJCOM, and congressional decision-makers regarding myriad issues.

(3) Develop and manage current and future personnel data systems throughout their life-cycle ensuring they continually meet the Air Directorate and field requirements.

(4) Responsible for ANG/DP LAN administration, ANG/DP Intranet and Internet web pages, personnel web application development and computer/communication equipment support for 130 members.

d. Force Development

(1) Responsible for budgeting, scheduling, quota allocation and administration of all ANG training resources, to include enlisted/officer accessions; formal technical schools; and enlisted/officer flying training.

(2) Provides policy and development, budgeting, scheduling, quota allocation and administration of officer/enlisted professional military education. This includes formal resident programs, distributed learning and seminar formats and two levels of Leadership Development to prepare ANG officers to assume command at squadron, group and wing levels.

(3) Provides policy and direction on readiness, skill-level qualification, general and ancillary training requirements.

(4) Provides policy, guidance and processes to advance and implement Advanced Distributed Learning (ADL) objectives in the training environment which involves collaborating on ADL initiatives to reduce training time, eliminate redundancy, and conversion of courses to ADL format. Collaborates with all DOD agencies on the development and implementation of the DOD Strategic Plan for ADL.

(5) Coordinates new training programs for the ANG. ANG representative to coordinate and approve training initiatives and requirements with broad application within the Total Force.

(6) Programs, budgets and allocates the ANG Workday Programs for training requirements.

(7) Manages the training pipeline flow for all ANG officer and enlisted members throughout their careers.

(8) Coordinates on equipment and technology solutions to provide opportunities to train anytime and anywhere it is needed.

(9) Responsible for all ANG rated requirements – developing and implementing the ANG strategy to maintain rated end-strength goals.

(10) Develops and implements all rated personnel policy in support of the ANG rated force.

(11) Provides rated management support to the Director, Air National Guard relating to ANG future force programs and policy.

e. Recruiting and Retention

(1) Provides policy guidance, manpower and fiscal resources to aid ANG recruiters and retention office managers.

(2) Oversees national advertising program, which includes television, radio, billboard, collateral and other products and services to enhance field recruiting efforts.

(3) Represents ANG on various joint committees pertaining to recruiting, retention and advertising.

f. Policy

(1) Manages and develops policies, procedures and guidance for the ANG Active Guard/Reserve (AGR) program.

(2) Serves as the focal point for all personnel policy issues pertaining to ANG personnel.

(3) Reviews and provides input to all congressional and legislative issues to include the Unified Legislation and Budgeting (ULB) process..

(4) Provides policy interpretation and clarification on all congressional inquiries pertaining to ANG members.

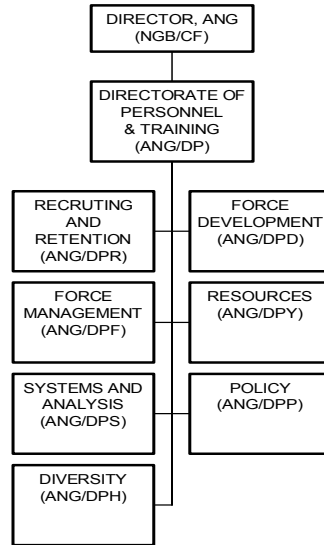


Figure 4.7. Air National Guard Directorate of Personnel and Training (ANG/DP)

4.7. Air National Guard Financial Management and Comptroller Directorate (ANG/FM)

Responsible for the development, control, execution, and stewardship of the Air National Guard’s financial resources. Oversees financial services for 107,000 personnel located at 175 locations throughout 50 States and Territories. Maintains frequent interface with Office of the Secretary of the Air Force Financial Management (SAF/FM), Defense Finance and Accounting Service (DFAS), OSD, OMB, and congressional staffs on financial issues and budgetary actions. The ANG Financial Management and Comptroller Directorate are responsible for performing the following functions.

- a. Formulation of Air National Guard (ANG) budget requirements.
- b. Justification and defense of ANG budget to Air Force, OSD, OMB, and Congress.
- c. Receipt and accountability of federal, appropriated, ANG financial resources.
- d. Distribution of ANG financial resources to States and Territories through United States Property and Fiscal Officers (USPFO).
- e. Develop, coordinates, and implement Department of Defense and Air Force systems applications throughout ANG financial management network.
- f. Develop, coordinate, and implement laws, regulations, and policies impacting use, obligation, and accountability of ANG financial resources.
- g. Perform liaison to all federal audit agencies.
- h. Develop, implement, and monitor execution of wartime plans impacting financial management functions.
- i. Ensure adequate training and technical support to 95 financial management offices at ANG flying unit locations.
- j. Provide budget and accounting support to ANG directorates within the National Guard Bureau.

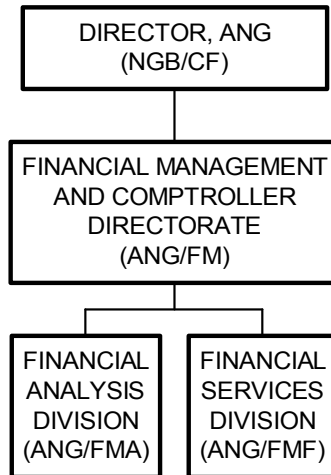


Figure 4.8. Air National Guard Financial Management and Comptroller Directorate (ANG/FM)

4.8. Air National Guard Logistics Directorate (ANG/LG)

Leads logistics activities for the ANG involving supply, transportation, aircraft maintenance, planning, policy formation, and program management. Responsible for logistics program management for weapons systems, propulsion systems, aircrew training devices and supporting systems, support equipment, logistics requirements, host tenant agreements, contractor engineering and technical support, weapons system conversions, and maintenance engineering. Also responsible for mobility planning, base level supply and equipment budget authorization, supply systems, supply/fuels/logistics training, vehicle maintenance and operations, transportation, and readiness. The ANG Logistics Directorate is responsible for performing the following functions:

- a. Program manager for logistics budgets. Justifies and executes the Operations and Maintenance (O&M) portion of logistics support, transportation, supply, and equipment resource programs.
- b. Provides assistance in developing Active Air Force (AF) logistics policy as it affects the ANG forces.
- c. Monitors readiness status of the ANG fleet. Develops proposals for functional position descriptions of air technician logistics personnel.
- d. Reviews Inter-Service Support Agreements (ISSAs) and Contract Engineering and Technical Services requirements.

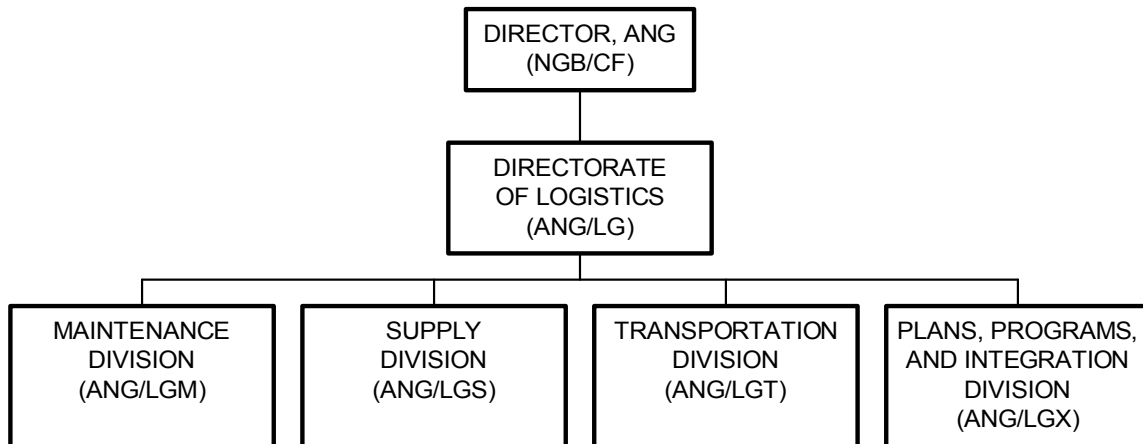


Figure 4.9. Air National Guard Logistics Directorate (ANG/LG)

4.9. Air National Guard Command and Control, Communications, and Computers Directorate (ANG/C4)

Provides leadership for services supported by the Division and its 200 field units in development and execution of their Federal and State worldwide operations and contingency missions. Ensures complete and continuous support of customers needs by providing flawless services in support of the warfighter. The ANG Command and Control, Communications, and Computers Directorate is responsible for performing the following functions:

- a. Provides air traffic services in support of ANG flying operations and war readiness training for 62.5 percent of the USAF wartime air traffic control capability.
- b. Supports warfighters requirements for air superiority by providing ground theater air control systems, air support operations, and tactical air control.
- c. Ensures global communication capability through fixed base communication assets, deployable combat communications, and engineering and installation units.
- d. Supports the Air Directorate and all field units in development and management of resources and services that provide information technology capability.
- e. Provides management of airspace, range, and Combat Readiness Training Center (CRTC) assets that allow for aircrew/non-aircrew critical war skills training.
- f. Ensures that all disciplines within ANG/C4 have the management tools necessary to affect a posture that meets USAF goals.
- g. Implements strategy and architecture that will allow the ANG to be compliant with common systems, meet advancing technology requirements, and ensure compliance of legacy systems.
- h. Provides oversight and management for information assurance that provides for the defense and protection of the Information Technology (IT) weapons system.

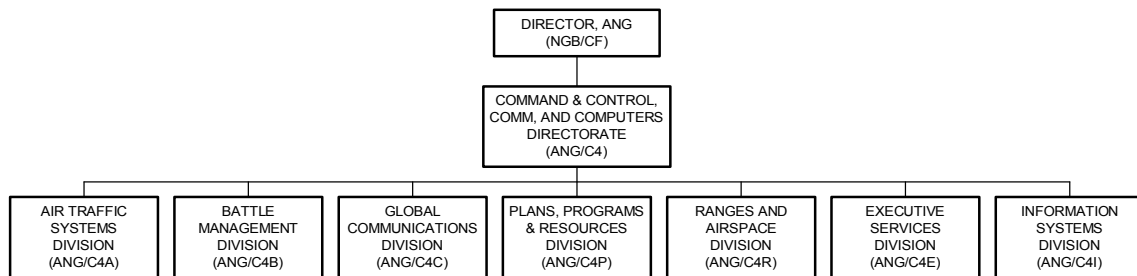


Figure 4.10. Air National Guard Command and Control, Communications, and Computers Directorate (ANG/C4)

4.10. Air National Guard Office of the Air Surgeon (ANG/SG)

Provides medical policy, guidance, and resources to all Air National Guard (ANG) medical field units to provide ready units to the State and Nation in support of national security objectives. The ANG Office of the Air Surgeon is responsible for performing the following functions:

- a. Serves as the focal point for the ANG Medical Service regarding medical service war plans, mobility plans, disaster preparedness plans, chemical defense plans, combat readiness reporting, medical annual training (both CONUS and OCONUS), Operational Readiness Inspections, Performance Based Inspections, operational deployments and medical logistics.

- b. Provides broad guidance to units on meeting inspection and compliance criteria for medical operations.
- c. Serves as the focal point for all physician and ANG flight surgeon policies.
- d. Provides guidance and resources for bioenvironmental engineering and military public health peacetime and wartime missions.
- e. Monitors Infection Control Programs and Health Promotion and disease Prevention Programs for all ANG medical units.
- f. Functions as a consultant to medical units on health professional credential evaluations/licensure procedures.
- g. Functions as a consultant to members on processing healthcare claims incidental to the implementation of medical healthcare policy and entitlements.
- h. Manages the ANG aeromedical evacuation system.
- i. Serves as the command approval authority for all physical standards functions to include entry, commissioning, Flying Class II/III, General Officer promotions, Occupational Exams, Line of Duty (LOD) determinations, Fitness for Duty, Medical Evaluation Boards (MEB) (for other than LOD-Yes), and Medical Waivers.
- j. Provides technical expertise concerning medical formal school training, as it interfaces with the active duty Air Force Medical Service.
- k. Establishes policy and monitors manpower, funds, equipment, supplies, medical information systems and facilities for all ANG medical units; including resource planning, Program Element Management, Presidential Budgeting actions, and budget execution oversight.

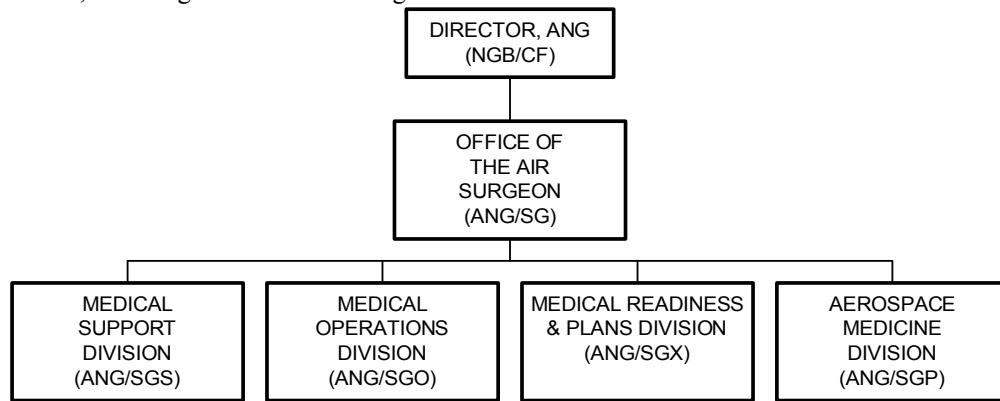


Figure 4.11. Air National Guard Office of the Air Surgeon (ANG/SG)

4.11. Air National Guard Directorate of Plans, Programs, and Manpower (ANG/XP)

Integrates the ANG into the DOD Planning, Programming and Budgeting System. Assesses federal planning and programming guidance, adjusting resources to support tasking. Conducts long-range force structure planning for the ANG Federal and State mission. Maintains accountability for resource allocation directs the ANG corporate process and represents the ANG in the Air Force corporate process. The ANG Directorate of Plans, Programs, and Manpower is responsible for performing the following functions:

- a. Administer development of Long Range and Strategic Plans through Integrated Planning Process.
- b. Ensure ANG training, mobilization, and war fighting perspective are incorporated into all levels of doctrine and policy.

- c. Source ANG force structure to meet war fighting CINC combat capability requirements.
- d. Integration of the Air National Guard into the DOD Planning, Programming, and Budgeting System.
- e. Conduct analysis and evaluation of ANG resources, taskings, and utilization to identify opportunities and risks in capabilities-based planning.
- f. Develop engagement strategy and plan for ANG transformation to ensure ANG capabilities are applied to or developed for future mission opportunities.
- g. Assessment of Federal planning and programming guidance and adjustment of ANG resource allocation to support Federal tasking.
- h. Conducting long-range force structure planning for the ANG to meet Federal and State mission requirements.
- i. Preparing Air National Guard Program Objective Memorandum and Budget Estimate inputs.
- j. Reviewing financial plans.
- k. Directing the ANG Corporate Process and representing the ANG in the Air Force Corporate Process.
- l. Advising ANG, AF, Joint Staff, and OSD leadership and Congressional staffs regarding ANG combat force operations, modernization, sustainment, and readiness issues.
- m. Initial allocation, computation and changes to manpower resources and civilian work years for each fiscal year.
- n. Engineering Standards, re-engineering studies intended to save manpower. Responsible for the ANG suggestion program, which saves the guard money every year.
- o. Execute Manpower requirements, organizational structure, function account codes, Unit type Codes, Core (UTC) Packages, Planning Documents, and ensure that all wartime and peacetime requirements are met.
- p. Validates and determines full-time manpower requirements (Title 5, Air Technician, AGR) utilizing Air National Guard (ANG) developed manpower standards and guides, manpower surveys, management advisory studies, detailed analysis and functional OPR input.
- q. Maintains and manages the Unit Manpower Document for 88 Flying Wings and other associated units through updates to the Manpower Data System (MDS). Provides senior decision-makers and functional OPRs with objectively based information to determine the most efficient and effective use of ANG manpower resources.

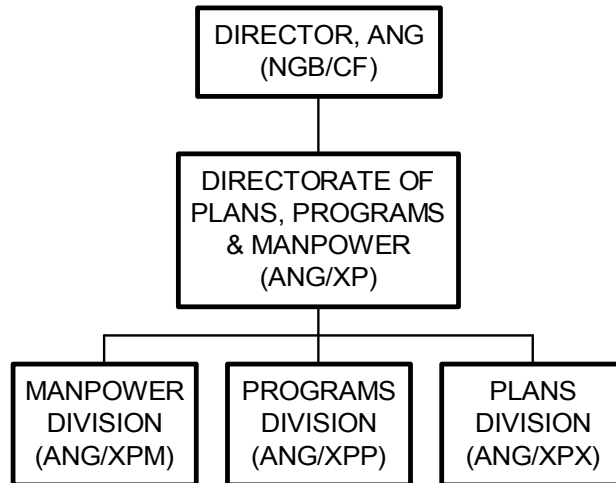


Figure 4.12. Air National Guard Directorate of Plans, Programs, and Manpower (ANG/XP)

4.12. Air National Guard Chief of Chaplains (NGB/HC)

Ensures the free exercise of religion, and religious accommodation for all Air National Guard personnel and their families, to enhance operational readiness and combat effectiveness. The Air National Guard Chaplain Service provides spiritual care and ethical leadership across a full spectrum of operations, and is responsible for delivering worship opportunities, professional pastoral care, and advice to ANG leaders regarding spiritual, religious, ethical and moral issues. The ANG Chief of Chaplains is responsible for performing the following functions:

- a. Advise the CNGB, the Vice Chief and Assistant Chief, NGB, the Directors of the Army and Air National Guard, State Adjutants General, ANG commanders and their respective staffs on religious, moral and morale issues affecting assigned personnel. Provides counsel regarding matters involving religious, moral and morale issues involving the Air National Guard.
- b. Provides functional doctrine, policy, and oversight to subordinate Air National Guard Chaplain Service echelons, and develops planning, policy and guidance for all Air National Guard Chaplain Service Personnel.
- c. Plans, organizes, recruits, accesses, trains, equips, and sustains a corps of Chaplains and Chaplain Service Support Personnel (CSSP) to execute global ministry strategies.
- d. Provides technical supervision and professional responsibility oversight for Air National Guard Chaplain Service Personnel.
- e. Coordinates on all MAJCOM NGB/HC functions.
- f. Serves as the OPR for Crisis Intervention and Critical Incident Stress Management for the Air National Guard and delivers professional religious/spiritual care during war, contingencies, and operations other than war, national emergencies, military exercises, and peacetime.
- g. Serves as liaison with other Chief of Chaplains offices within DOD and other Federal and State agencies.

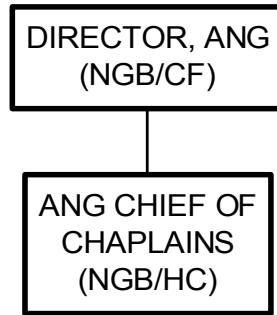


Figure 4.13. Air National Guard Chief of Chaplains (NGB/HC)

4.13. Air National Guard Directorate of Organization Management (ANG/OM)

Manages Air National Guard statutory tour and Air Force human resources and manpower requirements within the Air National Guard. The ANG Directorate of Organization Management is responsible for performing the following functions:

- a. Responsible for complete life cycle management of all Air National Guard Title 10 military and Title 5 civilian members assigned to the Air Directorate, ANGRC, and multiple operating locations and detachments. This includes oversight of the ANG Statutory Tour Program, Civilian Personnel programs, headquarters-level Manpower programs and associated Education and Training programs for assigned military and civilian personnel.
- b. Oversees the ANG Headquarters Active Duty for Special Work (ADSW) Program.
- c. Advises the Director and Deputy Director, Air National Guard on matters affecting human resource policy and life cycle programs.
- d. Acts as a liaison and advisor with Air Force District of Washington (AFDW) on civilian position and personnel management.

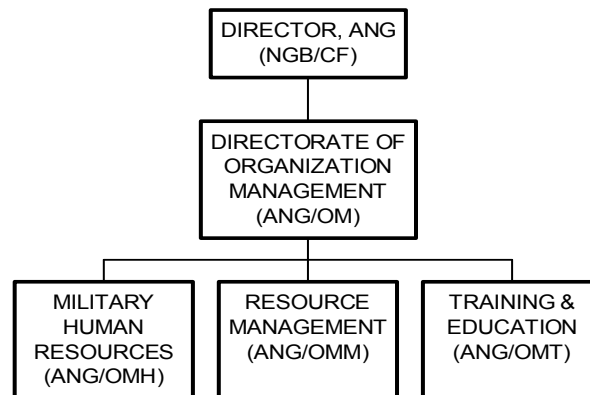


Figure 4.14. Air National Guard Directorate of Organization Management (ANG/OM)

4.14. I. G. Brown Air National Guard Training and Education Center (TEC/CC)

Responsible for providing student centered training and education opportunities for Air National Guard, Air Force Reserve, and Air force men and women on an Air National Guard Base. The I. G. Brown ANG Training and Education Center is responsible for performing the following functions:

- a. Responsible for the overall planning, programming and budgeting of the Center functions and activities.

- b. Provides appropriate facilities and staff to insure level of training and care for students are the best possible.
- c. Overall responsibility for 84 active duty and civilian personnel.
- d. Provides technical supervision and professional responsibility oversight of faculty and support staff.
- e. Through the Training and Education Center's Chaplain and First Sergeant, ensures the religious needs, ethical concerns and quality of life issues affecting morale and welfare of staff, students and families are met.
- f. Maintains liaison with Air Director and Personnel Division at National Guard Bureau.
- g. Through subordinates and staff of the Academy of Military Science (AMS), responsible for training of officer candidates selected to be officers in the Air National Guard and Air Force Reserve.
- h. Maintains contact/liaison with United States Air Force Academy (USAFA), Air Force Officer Accession Training School (AFOATS), and Reserve Officer Training Corps (ROTC) to ensure accreditation of programs.
- i. Through subordinates and staff of the Noncommissioned Officers Academy (NCOA), responsible for professional military education that prepares noncommissioned officers for positions of increased responsibility.
- j. Maintains contact/liaison with Community College of the Air Force and the College of Enlisted Professional Military Education to ensure continued accreditation of programs.
- k. Through subordinates and staff of the MultiMedia Branch responsible for the coordination and direction of media activities to include advanced distributed productions and broadcasts.
- l. Through subordinates and staff of the Training and Education Development Branch responsible for development of innovative curriculum in traditional and alternative formats.

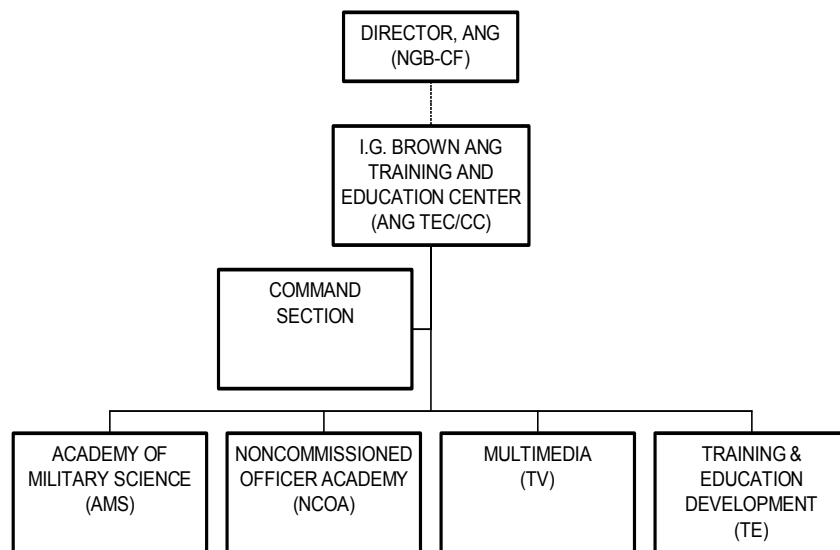


Figure 4.15. I. G. Brown Air National Guard Training and Education Center (ANG TEC/CC)

4.15. Air National Guard Chief Information Officer Directorate (ANG-CIO)

ANG CIO responsibilities are derived from the Clinger-Cohen Act, Paperwork Reduction Act, Government Performance and Results Act, Government Paperwork Elimination Act, Government Information Security Reform Act, Federal Acquisition Reform Act, Federal Acquisition Streamlining Act, and the Rehabilitation Act.

4.15.1 Capital Planning, Investment Control and IT Acquisition

a. Establish capital planning and investment control processes to oversee management and evaluation of ANG information technology (IT) investments (based on sound business process analysis/reengineering and business case analysis). Identify IT contract efforts that experience significant deviation from cost, performance, or schedule goals.

b. Integrate IT resource decisions with the NGB, ANG and Air Force planning, budgeting, and program management processes and priorities.

c. Analyze ANG budget inputs and expenditures to certify IT budget requests are clearly identified and comply with Air Force IT guidelines regarding standards, architectures, and business process improvements.

d. Determine whether the function to be supported by new IT investments should be performed by military personnel, contracted support, or privatized.

e. Ensure appropriate reviews of the Air Force systems compliance database to optimize reuse and minimize duplication of systems/applications. Include proposed new systems in the systems compliance database. Where appropriate, use a modular contracting approach (as defined by Clinger-Cohen Act) that may be helpful in evaluating IT contracting effectiveness.

f. Advise and assist the NGB/CF and other senior management to acquire IT in accordance with enterprise objectives IAW AF-CIO policies and procedures.

g. Ensure a Command, Control, Communications, Computers and Intelligence Support Plan (C4ISP), Certificates of Networthiness, and Certificates to Operate are obtained for all new and major modifications to existing functional systems.

h. Participate in Clinger-Cohen Act Compliance reviews for AF systems and conduct reviews as required for ANG unique systems.

i. Ensure IT acquired meets the requirements of 29 U.S.C. 794d or can be adapted to meet Sec 508, to ensure equal access to information environments for people with disabilities.

j. Advocate state of the art technology to maintain the competitive edge while balancing the technological risk, costs, and objectives when fielding new technologies.

k. Include information management public law issues in all planning, programming and budgeting. This includes records management, *The Privacy Act*, *The Freedom of Information Act*, *The Paperwork Reduction Act*, *The Information Technology Management Reform Act*, *Government Paperwork Elimination Act* and *OMB Circular A-130*.

4.15.2 Performance Measures and Cyber Security

a. Assist ANG organizations in establishing goals for improving productivity, efficiency and effectiveness of operations and the delivery of services through appropriate and effective use of IT.

b. Assess IT investments and progress on key Air Force IT initiatives against performance goals.

c. Monitor information protection states for all network/systems within the ANG and participate in risk-based evaluations to support operational upgrades or operational decisions.

d. Ensure new systems comply with security architectures and are properly certified/accredited and support an overall security plan.

- e. Provide oversight for ANG systems reporting processes for Government Information Security Reform Act (GISRA).
- f. Enforce AF CIO's vision and strategy with respect to information assurance to include the five pillars of IA (availability, integrity, confidentiality, authenticity, and non-repudiation).
- g. Capture and report standardized cyber security metrics as indicated in AF-CIO policy to support the Clinger-Cohen Act, Government Information Security Reform Act (GISRA) and other DoD and Federal Government requirements.
- h. Ensure IT resource decisions include robust cyber security considerations and are integrated with the ANG planning, budgeting, and program management processes.
- i. Ensure personnel receive appropriate information security training.
- j. Enforce federal statutory and regulatory requirements that impact information management.

4.15.3 Architecture

- a. Facilitate development, and provide oversight to ensure compliance with AF Enterprise and applicable domain architectures and IT standards.
- b. Oversee ANG architecture development activities, facilitate the use of architecture products within the ANG, ensure architectural compliance, and serve as council lead for designated domain architecture councils.
- c. Build and maintain a domain architecture for designated mission areas in accordance with the C4ISR Architecture Framework and ensure its integration and consistency with the Air Force Enterprise Architecture (AF EA), other domain architectures, CINC/Joint Operational/System architectures, and OSD's Global Information Grid (GIG) architecture.
- d. Use the published domain architecture(s) to support ANG execution of existing Air Force processes, e.g., CONOPs development, requirements generation, modernization planning, acquisition processes, etc.
- e. Participate in the Air Force Enterprise Architecture Integration Council (EAIC) and its working groups as required, to address Air Force wide cross cutting architecture matters, including development and maintenance of the Air Force Enterprise Architecture.
- f. Support the Air Force Task Force construct and Air Force Program Objective Memorandum (POM) development with architecture products developed through the domain architecture councils.
- g. Maintain metadata on all architectural products and data developed by the ANG and its domain council(s).
- h. Oversee and develop strategic guidance for the ANG Data Administration Program.

4.15.4 Strategic Planning, Process Improvement and Training

- a. Advise/assist the Air Force and NGB CIO in defining strategic direction, deciding issues, and in reviewing proposed policies, methods and approaches.
- b. Develop and maintain an ANG information resources management (IRM) strategy consistent with the AF CIO direction and incorporate the strategy in the ANG strategic plan.
- c. Help develop, mature, and implement the AF-CIO Strategy.
- d. Provide oversight of the IT workforce development program.
- e. Provide continuing education for the CIO Community and provide oversight of IT user training.

- f. Develop active partnerships with mission and business owners seeking to transform their operations with information technology infusions.
- g. Advocate E-initiatives, such as E-Commerce, to lead more effective and efficient mission/business practices.
- h. Promote effective information sharing and management
- i. Oversee and develop strategic guidance for the Records Management and Administrative Communications Program.
- j. Oversee and interpret AF guidance for the ANG Freedom of Information Act and Privacy Act Programs.

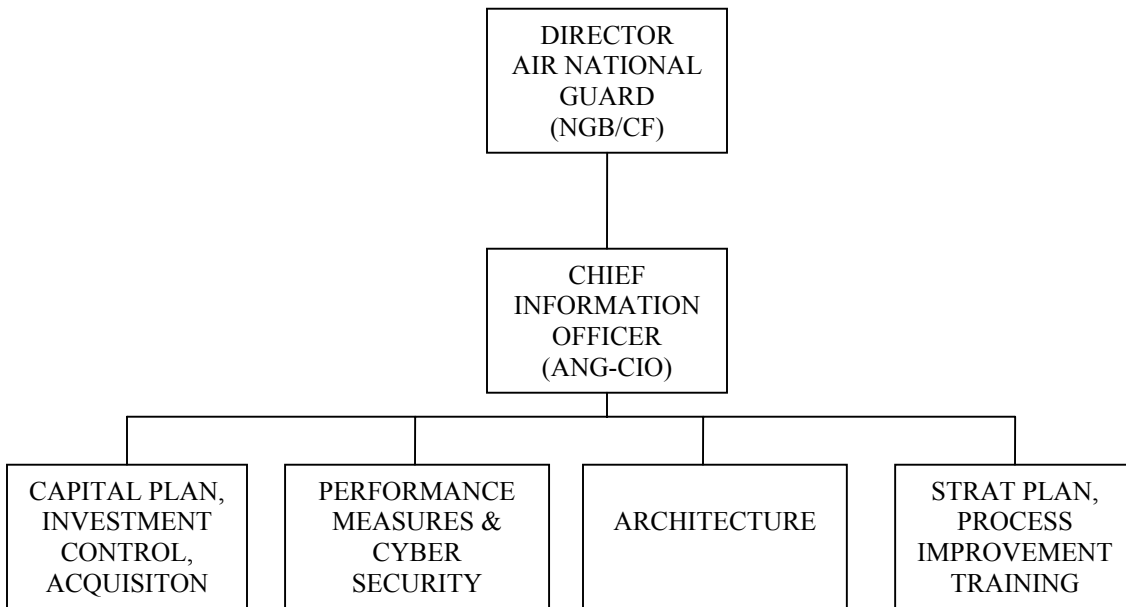


Figure 4.16. ANG Chief Information Officer (ANG-CIO) Directorate

Glossary

Section I
Abbreviations

AAA

Army Audit Agency

AA&E

Arms, Ammunition, and Explosives

AC

Active Component

ACOE

Army Communities of Excellence

ADA

Antideficiency Act

ADL

Advanced Distributed Learning

ADM

Acquisition, Distribution, and Management

ADP

Automatic Data Processing

ADPE

Automated/Automatic Data Processing Equipment

ADR

Alternative Dispute Resolution

ADSW

Active Duty for Special Work

AF

Air Force

AFCOS

Automated Fund Control Orders System

AFDW

Air Force District of Washington

AFFS

Airborne Fire Fighting System

AFG

Annual Funding Guidance

AFOATS

Air Force Officer Accession Training School

AFP

Annual Funding Program

AGR

Active Guard and Reserve

AMA

American Management Association

AMEDD

Army Medical Department

AMOPES

Army Mobilization Operations and Planning Execution System

AMS

Academy of Military Science

ANG

Air National Guard

ANG/C4

ANG Command and Control, Communications, and Computers Directorate

ANG/CE

ANG Civil Engineer Directorate

ANG/DO

ANG Operations Directorate

ANG/DP

ANG Directorate of Personnel and Training

ANG/FM

ANG Financial Management and Comptroller Directorate

ANG/LG

ANG Logistics Directorate

ANG/OM

ANG Directorate of Organization Management

ANG-CIO

Communications Information Officer

ANGRC

Air National Guard Readiness Center

ANG/SG

ANG Office of the Air Surgeon

ANGUS

Air National Guard of the United States

ANG/XP

ANG Directorate of Plans, Programs, and Manpower

AOC

Army Operation Center

APB

Acquisition Planning Board

APC

Account Processing Code

APIC

Army Performance Improvement Criteria

APL

Acquisition Position List

ARB

Army Resources Board

ARFPC

Air Reserve Forces Policy Committee

ARFPC

Army Reserve Forces Policy Committee

ARNG

Army National Guard

ARNGR

Army National Guard Regulation

ARNGRC
Army National Guard Readiness
Center

ARNG SF
Army National Guard Special
Forces

ARNGUS
Army National Guard of the
United States

ARSTAF
Army Staff

ASA (I & E)
Office of the Assistant Secretary
of the Army for Installations and
Environment

ASMP
Army Strategic Management
Plan

ASPG
Army Strategic Planning
Guidance

AT
Annual Training

BCAS
Base Contracting Administrative
System

BCBST
Battle Command Battle Staff
Training

BCE
Base-level Commercial
Equipment Program

BCTP
Battle Command Training
Program

BES
Budget Estimate Submission

BOS
Base Operation Squadron

BRAC
Base Realignment and Closure

CAFM
Computer Aided Facilities
Management

CAPS
Commercial Accounts
Processing Systems

CAT
Crisis Action Team

CBRNE
Chemical Biological
Radiological Nuclear and high-
yield Explosive

CENTCOM
U. S. Central Command

CINC
Commander-in-Chief

CLRP
Command Logistics Review
Program

CM
Consequence Management

COA
ANG Committee of Advisors

COB
Command Operating Budget

CofS
Chief of Staff

COMSEC
Communications Security

CONUS
Continental United States

CONUSA
Continental U. S. Army

COSAC
Chief of Staff Advisory Council

COS/IC
Chief of Staff/Installation
Commander

CRTC
Combat Readiness Training
Center

CS
Civil Support
CSAF
Chief of Staff of the Air Force

CSM
Command Sergeant Major

CSSP
Chaplain Service Support
Personnel

DA
Department of the Army

DAADS
Defense Assistance Action Data
Systems

DACOWITS
Defense Advisory Committee on
Women in the Services

DAF
Department of the Air Force

DAMPL
HQDA Master Priority List

DAMPRE
Drill Attendance, Monitoring,
and Performance Reporting
System

DARNG
Director, Army National Guard

DBCAS
Databased Commitment
Accounting System

DBMS
Database Management System
and/or Software

DCG
Deputy Commanding General

DCPDS
Defense Civilian Personnel Data
System

DCSIM

Deputy Chief of Staff for Information Management

DCSPER

Deputy Chief of Staff for Personnel

DDARNG

Deputy Director, Army National Guard

DEERS

Defense Enrollment Eligibility Reporting System

DEOMI

Defense Equal Opportunity Management Institute

DET

Displaced Equipment Training

DFAS

Defense Finance and Accounting System

DII/COE

Defense Information Infrastructure/Common Operating Environment

DIRP

Defense Intelligence Reserve Program

DMDC

Defense Manpower Data Center

DMS

Defense Management System

DMS

Defense Message System

DOD

Department of Defense

DOL

Department of Labor

DPG

Defense Planning Guidance

DPI

Data Processing Installation

DS

Direct Support

DTS-W

Defense Telecommunications Systems – Washington

DTTP

Distributive Training Technology Project

EAF

Expeditionary Aerospace Force

EAP

Employee Assistance Program

ECC

Executive Communications and Control

EEO

Equal Employment Opportunity

EEOC

Equal Employment Opportunity Commission

EO

Equal Opportunity

EOC

Emergency Operations Center

EOR

Elements of Resource

ESS

Electronic Security System

ETS

Expiration, Term of Service

EUCOM

U. S. Europe Command

FAD

Funding Authorization Document

FAT

Funding Allotment Target

FBI

Federal Bureau of Investigation

FOIA

Freedom of Information Act

FORMSDEPS

FORSCOM Mobilization and Deployment Planning and Execution Systems

FORSCOM

Forces Command

FLRA

Federal Labor Relations Authority

FOA

Field Operating Agencies

FP

Family Program

FSA

Force Structure Allowance

FSP

Force Support Package

FTNGDSW

Full-time National Guard Duty for Special Work

FTS

Full-time Support

FY

Fiscal Year

FYDP

Future Years Defense Plan

GAO

U. S. General Accounting Office

GCCS

Global Command and Control System

GIS

Geographical Information System

GS

General Support

GSC
General Staff Council

GO
General Officer
HQ
Headquarters

HQDA
Headquarters, Department of the Army

HRO
Human Resources Office

IAW
In Accordance With

IDS
Intrusion Detection Systems

IDT
Inactive Duty for Training

IG
Inspector General

IMO
Information Management Office

IMO
Information Management Officer

ING
Inactive National Guard

I/O
Intelligence Oversight

IO
Information Operations

IPL
Integrated Priority List

IRT
Innovative Readiness Training

ISR/SBC
Installation Status Report/Service Based Costing Program

ISSA
Interservice Support Agreement

IT
Information Technology

ITAM
Integrated Training Area Management

JATAC
Joint Army Training Advisory Committee

JCS
Joint Chiefs of Staff

JFCOM
Joint Forces Command

JMQI
Joint Management Quality Initiative

JP1
Jefferson Plaza One

JPO
Joint Program Office

JRIP
Joint Reserve Intelligence Program

JRTC
Joint Readiness Training Center

JSCP
Joint Strategic Capabilities Plan

JSPS
Joint Strategic Planning System

JUMPS-RC
Joint Uniform Military Pay System – Reserve Components

KFOR
Kosovo Force

KPSR
Key Personnel Status Roster

LAN
Local Area Network

LOD
Line of Duty

LTC
Logistics Training Center

MACOM
Major Command (Army)

MAJCOM
Major Command (Air Force)

MAMSCO
Modified Army Management Structured Code

MCNG
Military Construction National Guard

MD
Missile Defense

MDEP
Management Decision Packages

MDS
Manpower Data System

MDW
Military District of Washington

MEB
Medical Evaluation Board

MEDCOM
Medical Command

MILCON
Military Construction

MIPR
Military Interdepartmental Purchase Request

MLR
Managed Levels of Resourcing

MMR
Massachusetts Military Reservation

MMRB
Military Occupational Specialty/Medical Retention Board

MOA Memorandum of Agreement	NET New Equipment Training	NGB-ARP ARNG Personnel Division
MOB Mobilization	NG National Guard	NGB-ARR ARNG Readiness Division
MOS Military Occupational Specialty	NG2 National Guard 2	NGB-ARS ARNG Office of the Chief Surgeon
MOU Memorandum of Understanding	NGB National Guard Bureau	NGB-ART ARNG Training Division
MPF Military Personnel Flights	NGB-AIS ARNG Information Systems Division	NGB-ARZ Director, Deputy Director, and Personal Staff, ARNG
MRAC Mobilization Readiness Advisory Council	NGB-AQ NGB Acquisition	NGB-ARZ-CH ARNG Office of the Chief of Chaplains
MRR Monthly Readiness Review	NGB-ARA ARNG Programs, Analysis and Evaluation Division	NGB-ARZ-CHR-D Diversity Initiatives/E Office
MSCA Military Support to Civil Authorities	NGB-ARC ARNG Comptroller Division	NGB-ARZ-D ARNG Chief of Staff
NATO North Atlantic Treaty Organization	NGB-ARC-BE ARNG Comptroller Division, Execution Branch	NGB-ARZ-DF ARNG Installation Support Office
NCA National Command Authority	NGB-ARE ARNG Environmental Programs Division	NGB-ARZ-DI ARNG Performance Assessment Office
NCO Noncommissioned Officer	NGB-ARF ARNG Force Management Division	NGB-ARZ-DP ARNG Productivity Improvement Office
NCOA Noncommissioned Officers Academy	NGB-ARH ARNG Human Resources Policy and Programs Division	NGB-ARZ-DPM ARNG Provost Marshall Office
NCOES Noncommissioned Officer Educational System	NGB-ARI ARNG Installations Division	NGB-ARZ-DRM ARNG Resource Management Office
NCR National Command Regional	NGB-ARL ARNG Logistics Division	NGB-ARZ-DS ARNG Secretary of the General Staff
NCS Network Communication Systems	NGB-ARM ARNG Full-time Support Division	NGB-ARZ-FM Force Modernization Office
NCSA Non-commercial Sustaining Announcements	NGB-ARO ARNG Operations Division	NGB-ARZ-G ARNG Office of the Director's Staff Group

NGB-ARZ-SI
Strategic Initiatives Office

NGB-ARZ-T
ARNG Office of Staff
Management

NGB-ASM
ARNG Strength Maintenance
Division

NGB-AVS
ARNG Aviation and Safety
Division

NGB-AY
NGB Athletics & Youth
Programs

NGB/CC
Chief, NGB (Air Force)

NGB-CD
NGB Counterdrug office

NGB/CF
Director, ANG

NGB-CIO
NGB Chief Information Office

NGB-CS
NGB Office for Civil Support

NGB/CV
Vice Chief, NGB (Air Force)

NGB-EO
NGB Equal Opportunity

NGB-FAR
NGB Federal Acquisitions
Regulations

NGB-FP
NGB Family Programs

NGB-GO
**NGB General Officer
Management Office**

NGB/HC
ANG Chief of Chaplains

NGB-HR
NGB Human Resources

NGB-IA
NGB International Affairs

NGB-IG
NGB Inspector General

NGB-IR
NGB Internal Review

NGB-JA
NGB Office of the Chief
Counsel

NGB-MD
NGB Missile Defense Office

NGB-PA
NGB Office of Public Affairs
and Community Support

NGB-PEC
The LaVerne E. Weber National
Guard Professional Education
Center

NGB-PF
NGB Office of the Assistant for
Property and Fiscal Affairs

NGB-PL
NGB Office of Policy and
Liaison

NGB-RCS-RA
NGB Program Executive Office
for Information Systems

NGB-RM
NGB Resource Management
Office

NGB-SD
NGB Support Services

NGB-ZA
Chief, NGB (Army)

NGB-ZAG
NGB Strategic Initiatives Group

NGB-ZAS
Executive Services of the NGB

NGB-ZB
Vice Chief, NGB (Army)

NGB-ZC
Director, Joint Staff of the NGB

NGFAR
National Guard Federal
Acquisition Regulation

NGPA
National Guard Personnel,
Army

NGREA
National Guard and Reserve
Equipment Account

NGRER
National Guard and Reserve
Equipment Report

NMS
National Military Strategy

NSS
National Security Strategy

NTC
National Training Center

NULO
Negative Unliquidated
Obligations

OAE
Otoacoustics Emissions

OASD
Office of the Assistant Secretary
of Defense

OCONUS
Outside Continental United
States

ODP
Officer Distribution Program

ODT
Overseas Deployment for
Training

OIPT
Overarching Integrated Product
Team

O&M Operations and Maintenance	OSD Office of the Secretary of Defense	PM Program Manager
OMB Office of Management and Budget	OTSG Office of the Surgeon General	PMO Project Management Office
OMNG Operations and Maintenance National Guard	OWCP Office of Workers Compensation Programs	POC Point of Contact
ONDCP Office of National Drug Control Policy	PA Privacy Act	POM Program Objective Memorandum
OPA Other Procurement Army	PACOM U. S. Pacific Command	PPBES Planning, Programming, Budgeting, and Execution System
OPLAN Operation Plan	PAM Program Account Managers	PPBS Planning, Programming, and Budgeting System
OPM Office of Personnel Management	PBAC Program Budget Advisory Committee	PRESBUD President's Budget
OPMS Officer Personnel Management System	PBAS Program Budget and Accounting System	PROBE Program Optimization and Budget Evaluation
OPR Office of Primary Responsibility	PBC Program Budget Committee	QAPR Quarterly Army Performance Review
OPTEMPO Operating Tempo	PBD Program Budget Decision	QDR Quadrennial Defense Review
ORD Operational Requirements Document	PCIII Personnel Concept III	RAPIDS Real-time Automated Personnel Identification System
ORI Operational Readiness Inspections	PCS Permanent Change of Station	RC Reserve Component
OSA Operational Support Airlift	PEB Physical Evaluation Board	RCCC Reserve Component Coordination Council
OSAA Operational Support Airlift Agency	PEC Professional Education Center	RCCPDS Reserve Components Common Personnel Data Systems
OSACOM Operational Support Airlift Command	PEG Program Evaluation Group	RCE Reserve Component Employment
	PIMS Peace Information Management System	
	PIPER Performance Improvement Program through Evaluation and Review	

RFO Request for Orders	SITREP Situation Report	TAP The Army Plan
RFPB Reserve Forces Policy Board	SLO Supply Liaison Officer	TAQ Total Army Quality
RMM Resource Management Model	SME Subject Matter Expert	TDY Temporary Duty
ROTC Reserve Officer Training Corps	SOUTHCOM U. S. Southern Command	TEC/CC ANG Training and Education Center
RPOM Real Property Operations and Maintenance	SOW Statement of Work	TEMPEST Transient Electromagnetic Pulse Emanation Surveillance Technology
RRF Recruiting and Retention Force	SPIRS State Performance Indicator Reporting System	TEP Theater Engagement Plan
SAF/FM Office of the Secretary of the Air Force Financial Management	SPP State Partnership Program	THREATCONS Terrorist Threat Conditions
SAFM-FO Secretary of the Army Financial Management Fiscal Operations	SPS Standard Procurement System	TRADOC Training and Doctrine Command
SAMAS Structure and Manpower Accounting System	SSC Smaller-Scale Contingencies	TTEC Testing, Training and Exercising Programs
SASO Stabilization and Support Operations	SSC Staff Support Conference	UCMJ Uniform Code of Military Justice
SB Separate Brigade	STANFINS Standard Financial System	UIC Unit Identification Code
SECARMY Office of the Secretary of the Army	STARC State Area Command	UIF Unfavorable Information File
SF Special Forces	STP Soldier Training Publication	ULB Unified Legislation and Budgeting
SFOR Stabilization Force	TAA Total Army Analysis	ULO Unliquidated Obligation
SGS Secretary of the General Staff	TAADS The Army Authorizations Documenting System	UMD Unmatched Disbursements
SIPRNET Secure Internet Protocol Routed Network	TAFCOS The Army Force Cost System	USAAA U. S. Army Audit Agency
	TAG The Adjutant General	
	TALP The Army Language Program	

USACHCS

U. S. Army Chaplains Center
and School

USAF

U. S. Air Force

USAFA

U. S. Air Force Academy

USAFAA

U. S. Air Force Audit Agency

USAPAT

United States Army Priority Air
Transport

USARC

U. S. Army Reserve Command

USAREUR

U. S. Army Europe

USARPAC

U. S. Army Pacific Command

USJFCOM

U. S. Joint Forces Command

USPFO

United States Property and
Fiscal Officer

USR

Unit Status Report

UTC

Unit type Code

VCNGB

Vice Chief of the National
Guard Bureau

VCSA

Vice Chief of Staff, Army

VERA

Voluntary Early Retirement
Authority

VI

Visual Information

VSIP

Voluntary Separation Incentive
Payment

WMD

Weapons of Mass Destruction

201 MSS

ANG 201st Mission Support
Squadron

Section II

Terms

There are no entries in this
section.

Section III

Special Abbreviations and

Terms

There are no entries in this
section.

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