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National Guard Bureau  
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NGB Memorandum 10-5/38-101

## 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 OM 10-5/23-1, dated 30 September 1986. 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-PL. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to: Chief, Office of Policy and Liaison (NGB-PL), 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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## Glossary

### 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. Army Regulation 10-5 (Organization and Functions, Headquarters, Department of the Army), 30 Nov 92 (<http://www.usapa.army.mil/>).
- b. Air Force Instruction 38-101 (Manpower and Organization, Air Force Organization), 1 Jul 98 (<http://afpubs.hq.af.mil/>).

#### 1.3. Abbreviations

Abbreviations used in this memorandum are listed in the Glossary.

#### 1.4. Responsibilities

- a. Office and division 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 Office of Policy and Liaison 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 Chief Information Officer is responsible for the final review of all statements, submitted by the Program Executive Office for Information Systems and the Chief Information Office, before submitting them to the CNGB for approval.
- e. 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.
- f. 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**

To acquire, manage, and distribute Army and Air National Guard resources; to develop and administer policies and programs in support of the National Security Strategy; to act as the "Channel of Communication" between the Services and the National Guard of the States, Territories, and District of Columbia as well as other internal and external agencies for the successful accomplishment of CONUS and OCONUS missions. The functions of the National Guard Bureau are as follows:

a. Participating with the Army and Air Force staffs in the formulation, development, and coordination of all programs, policies, principles, concepts and plans pertaining to or affecting the National Guard, the Army National Guard (ARNG) of the United States, and the Air National Guard (ANG) of the United States.

b. Developing and administering such detailed operating programs as are required to operate the ARNG and the ANG based on approved programs, policies, and guidance from the Departments of the Army and the Air Force.

c. Participating with and assisting the States in the organization, maintenance, and operation of National Guard units thereof to provide trained and equipped units capable of immediate expansion of war strength and available for service in time of war or national emergency to augment the Active Army and Air Force.

d. Being the channel of communication between the military services, the States, and their units/personnel as provided in 10 U.S.C. 3015.

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

**2.1. Chief, National Guard Bureau (NGB-ZA, Army; NGB/CC, Air Force)**

Serves as the principal advisor to the Secretary of the Army, the Chief of Staff of the Army, the Secretary of the Air Force and the Chief of Staff of the Air Force, on matters relating to the National Guard, the Army National Guard of the United States (ARNGUS), and the Air National Guard of the United States (ANGUS). The Chief, National Guard Bureau is responsible for performing the following functions:

- a. Implementing departmental guidance on allocation of unit structure, strength authorizations, and other resources to ARNGUS and ANGUS.
- b. Prescribing the training discipline and training requirements for ARNG and ANG and the allocation of Federal funds for the training of ARNG and ANG.
- c. Ensuring that units and members of ARNG and ANG are trained by the States in accordance with approved programs and policies of, and guidance from, the Secretary of the Army, the Secretary of the Air Force, and the respective service's Chief of Staff.
- d. Monitoring and assisting the States organization, maintenance, and operation of National Guard units so as to provide well-trained and well-equipped units capable of augmenting the active forces in time of war or national emergency.
- e. Planning and administering the budgets for ARNGUS and ANGUS.
- f. Supervising the acquisition and supply of, and accountability of the States for, federal property issued to the National Guard through the property and fiscal officers designated, detailed, or appointed under section 708 of Title 32, United States Code.
- g. Granting and withdrawing, in accordance with applicable laws and regulations, federal recognition of National Guard units and officers of the National Guard.
- h. Coordinating departmental policies and programs for the employment and use of National Guard technicians under section 709 of Title 32, United States Code.
- i. Supervising and administering the Active Guard and Reserve program as it pertains to the National Guard in accordance with priorities established by the Secretary of the Army and the Secretary of the Air Force.
- j. Issuing, with the coordination and approval of the service concerned, directives, regulations, and publications consistent with approved policies of the Army and Air Force, as appropriate.
- k. Facilitating and supporting the training of members and units of the National Guard to meet State requirements.
- l. Facilitating and coordinating 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.
- m. Ensuring that appointments of all officials and personnel of NGB comply with all applicable Departments of the Army and Air Force personnel and manpower rules and regulations.
- n. Ensuring that, in the performance of their duties, all officials and personnel of NGB comply fully with applicable Department of the Army and Department of the Air Force policies, directives, publications, and legal opinions.



o. Implementing, with the CNGB as the Responsible Department Official, Title VI of the Civil Rights Act of 1969 and DOD Directive 5500.11, Nondiscrimination in Federally Assisted Programs, as they apply to the Army and Air National Guard.

p. Such other functions as the Secretaries may prescribe.

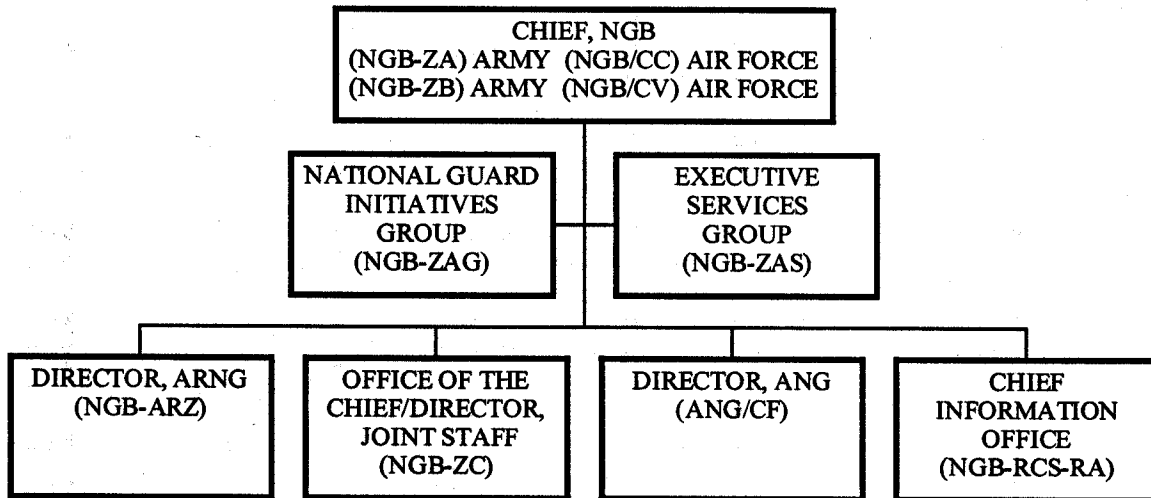


Figure 2.1. Chief, National Guard Bureau (NGB-ZA, NGB/CC)

**2.2. Vice Chief, National Guard Bureau (NGB-ZB, Army; NGB/CV, Air Force)**

Performs such duties 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 or the absence or disability ceases.

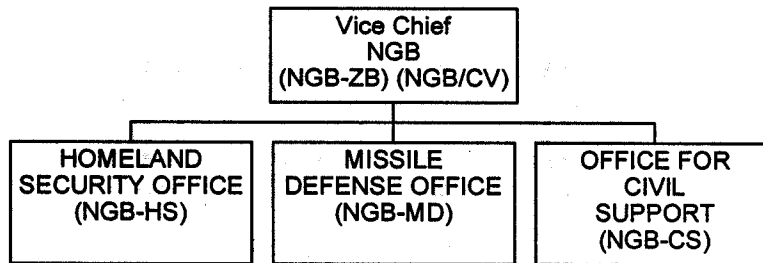


Figure 2-2. Vice Chief, National Guard Bureau (NGB-ZB, NGB/CV)

**2.3. National Guard Bureau Homeland Security Office (NGB-HS)**

Report directly to the VCNGB. Responsible for integrating the seven HLS mission areas into a coherent strategically focused and achievable plan. Each of the executive agents or chiefs of section for the 7 mission areas are "battle captains" in this campaign. The Chief of the Homeland Security will coordinate with these battle captains to ensure consensus and integration of their concerns or recommendations into a synchronized campaign plan. The Vice Chief, NGB is the principal assistant to the Chief, NGB for homeland security and will coordinate the implementation of this mission area with the Chief, NGB. The Homeland Security Office performs the following functions; programmatic, policy, planning, representing the CNGB/VCNGB and communications. The following are the tasks associated with these functions:

a. Developing a sustainable, feasible and achievable HLS Strategic Campaign Plan.

- b. Publishing and implementing the HLS Strategic Campaign Plan.
- c. Ensuring the synchronization of the NGB HLS Strategic Campaign Plan
- d. Representing the CNGB and VCNGB in all HLS conferences, meetings, forums, etc.
- e. Interfacing with OSD, the Military Services, the Joint Staff, the CINCs, the various Federal Executive branch agencies, and Congress to ensure achieving the NGB HLS End State.
- f. Synchronizing the activities of the HLS Council of Colonels.
- g. Ensuring that the CNGB and VCNGB are apprised of all HLS issues and actions.
- h. Serving as the focal point for the OCNGB, Director, JS, DARNG staff, DANG staff, and the AGs on all HLS matters at the strategic level.
- i. Performing the functions of validating the operational and programmatic requirements for HLS for the CNGB.
- j. Influencing the National Military Strategy, the Defense Planning Guidance, CINC's planning guidance, and Integrated Priority Lists, and the POMs of the Services to ensure that the HLS requirements are identified and resourced.
- k. Advising and assisting, as appropriate, in the preparation of the Annual Operating Plans of the 7 HLS mission areas.

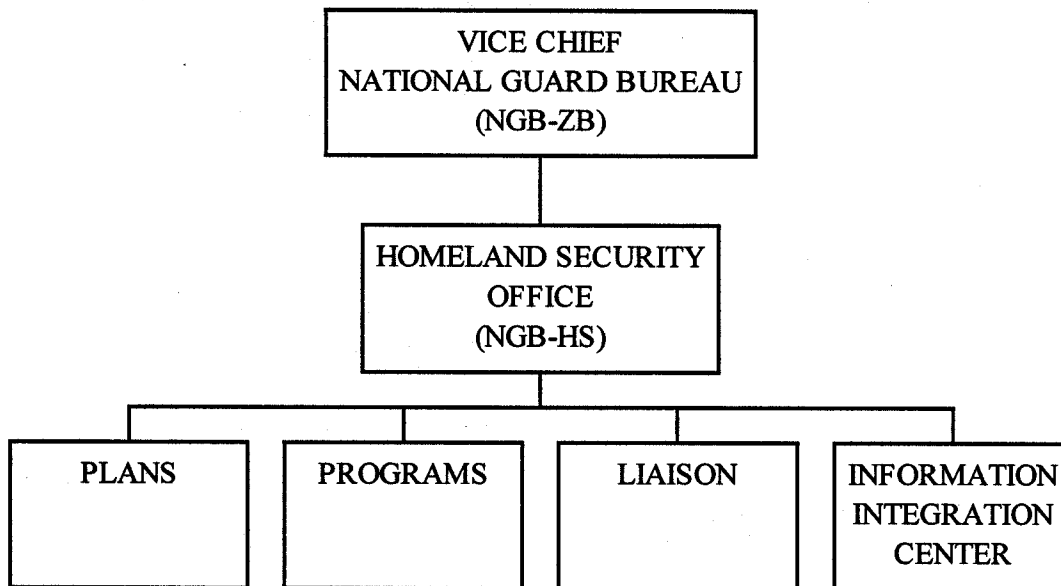


Figure 2.3. National Guard Bureau Homeland Security Office (NGB-HS)

**2.4. National Guard Bureau Office for Civil Support (NGB-CS)**

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

(CM) support 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. The NGB Office for Civil Support is responsible for performing the following functions:

- a. 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 CM operations.
- b. Prescribes the training discipline and training requirements for the Army National Guard and Air National Guard units conducting CBRNE response and CM operations.
- c. 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 Commander-in-Chief (CINC) for CBRNE response and CM operations. Facilitate and coordinate with the Services and the CINCs National Guard CBRNE CM support for contingency operations, National Security Special Events, and military support to the civil authorities.
- d. Supervises the overall preparation and justification of the National Guard budget for this mission area and ensures submission for the Program Objective Memorandum (POM), and oversee the receipt of funds and transfer allocations ensuring execution in accordance with applicable plans and programs.
- e. Provides CBRNE CM mission unique equipment, sustainment, and exercise support. Ensure interoperability and standardization for National Guard units conducting CBRNE response and CM. Leverage ongoing science and technology efforts to support this aspect of the National Guard's civil support mission.
- f. 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, as well as the Quadrennial Defense Review.
- g. Monitors CBRNE CM operations and oversees the readiness of National Guard units conducting this mission and coordinate multi-state support and nation-wide coverage.
- h. Acts as the office primarily responsible for the career management and progression of officers and soldiers assigned to this mission.

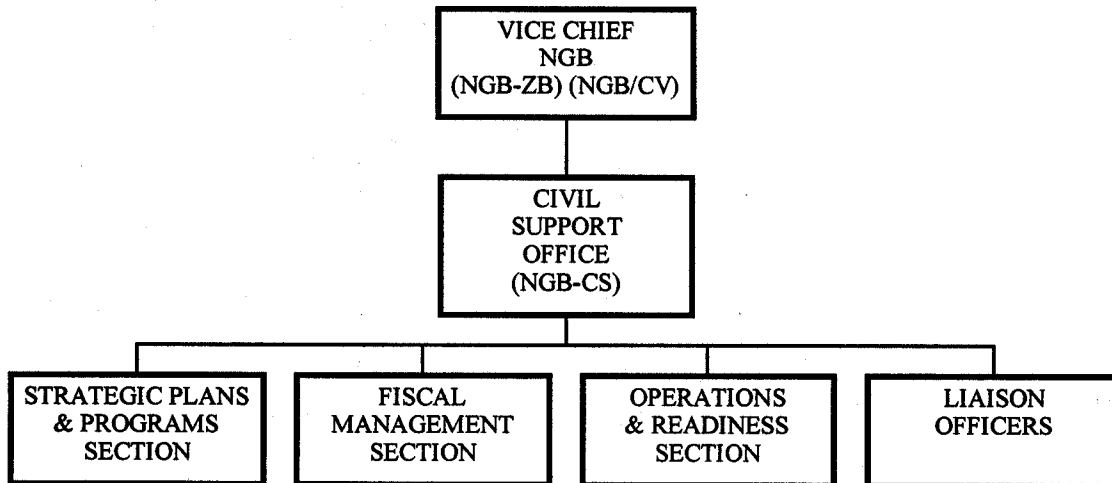


Figure 2.4. National Guard Bureau Civil Support Office (NGB-CS)

**2.5 National Guard Bureau Missile Defense Office (NGB-MD)**

Serves as the single point of contact at NGB on issues concerning the Missile Defense (MD) 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 NGB Missile Defense Office is responsible for performing the following functions:

- a. Manage all aspects of manning the MD System to include recruiting, retention, remote site manning incentives, career development and any other force structure issues.
- b. Monitor all aspects of training for MD 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 MD force.
- d. Execute budget analysis and execution as well as manage all other funding issues in close coordination with the Joint Program Office (JPO).

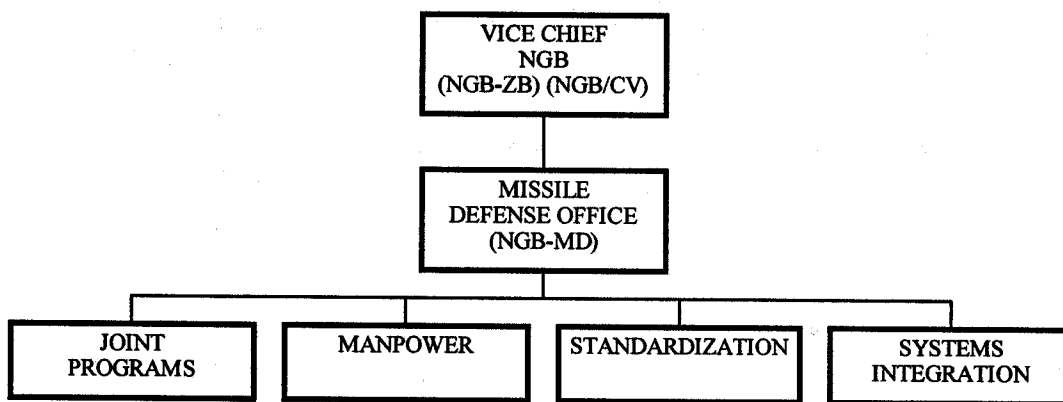


Figure 2.5. National Guard Bureau Missile Defense Office (NGB-MD)

**2.6. Executive Services of the National Guard Bureau (NGB-ZAS)**

Serves as the primary support group for the CNGB, VCNGB, and their staffs. Executive Services of the NGB is comprised of three branches (i.e., Operations, Protocol, and the Secretariat of the General Staff) and is responsible for performing the following functions:

- a. Planning, coordinating, and executing all travel for the Chief and Vice Chief of NGB including monitoring the travel and supply budgets.
- b. Consolidating inputs and preparing the weekly "CNGB Update."
- c. Operating the Pentagon General Officer's Suite, which supports all NGB flag officers while positioned at the Pentagon.
- d. Planning, coordinating, and executing all protocol aspects of conferences, ceremonies, and special events, either hosted or attended by the Chief or Vice Chief of the National Guard Bureau.
- e. Providing daily transportation to CNGB and VCNGB.

- f. Assisting in planning and coordinating official visits of senior Department of Defense (DOD) officials, foreign dignitaries, members of Congress, and civic leaders to NGB.
- g. Maintaining an inventory of gifts for exchange with foreign and U.S. dignitaries.
- h. Assisting in planning and coordinating CNGB and VCNGB official visits abroad.
- i. Executing the Staff Action Process and Correspondence Policies and Procedures within NGB.
- j. Acting as the NGB principal 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, CIO/PEO, NGB-ZC, and other external tasking agencies.

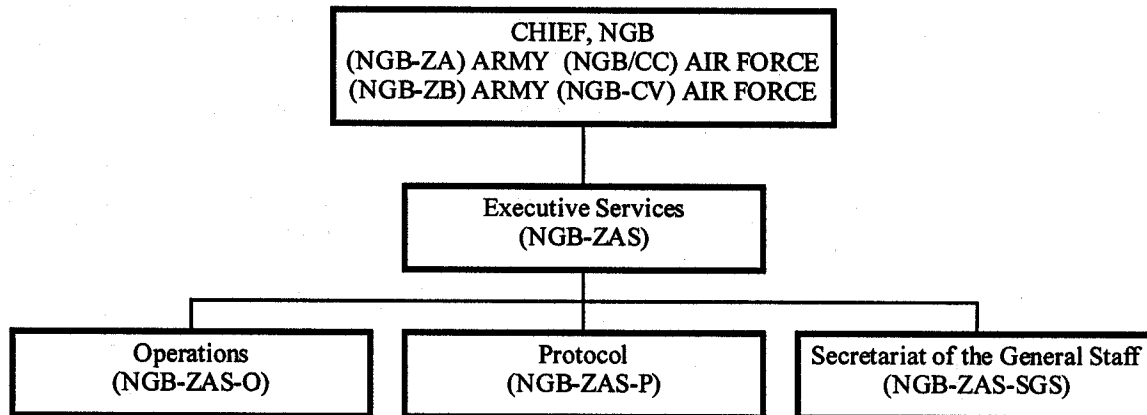


Figure 2.6. Executive Services of the National Guard Bureau (NGB-ZAS)

**2.7. National Guard Bureau Strategic Initiatives Group (NGB-ZAG)**

Provides strategic analysis to the Office of the Chief, National Guard Bureau. It is a leadership tool to integrate, coordinate, and communicate the Chief's corporate strategic direction. The NGB Strategic Initiatives Group is responsible for performing the following functions:

- a. **Strategic Initiatives:** Researches and seeks pertinent new information and trends; analyzes and evaluates for application to the National Guard. Provides an informed assessment to the NGB leadership. Seeks to link and integrate efforts of various agencies and customers for joint corporate focus.
- b. **Communications:** Conveys the Chief's thoughts and ideas; explains and articulates the NGB corporate strategic vision. Authors and provides speeches, presentations, papers, and briefing issues for the Office of the CNGB. Provides an information clearinghouse on NGB issues for NGB leadership.
- c. **Special Projects:** Assumes joint responsibility as the CNGB representative for transient strategic issues such as the Quadrennial Defense Review, strategic studies, futures issues, and wargames.

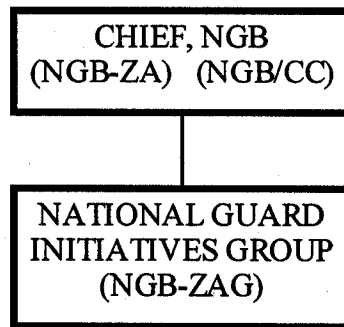


Figure 2.7. National Guard Initiatives Group (NGB-ZAG)

*Section I*  
*Joint Staff Directorate*

**2-1.1. Director, Joint Staff of the National Guard Bureau (NGB-ZC)**

Serves as the principle assistant and advisor to the Chief on the administration and management of NGB. The Director, Joint Staff of the NGB is responsible for performing the following functions:

a. Final authority for corporate management of the NGB in areas including, but not limited to, human resource programs, family support, equal opportunity, major contracting initiatives, grievances, awards, and recognition, space management, and all of the administrative and support matters.

b. Crosses organizational lines as necessary for corporate management of NGB and to support the Army and Air Guard Directorates.

c. Represents the Chief and/or Vice Chief at conferences, meetings, committees, etc.

d. Provides staff direction over the development of plans, programs, policies, concepts, and budgets in the following functional areas:

- (1) Resource Management
- (2) Family Program
- (3) General Officer Management
- (4) Counterdrug
- (5) Youth Programs
- (6) Human Resources
- (7) Inspector General
- (8) Internal Review
- (9) Judge Advocate
- (10) Public Affairs and Community Support
- (11) International Affairs

(12) Assistant for Property and Fiscal Affairs

(13) Support Services

(14) Acquisition

(15) Equal Opportunity

(16) Policy and Liaison

(17) Civil Support

(18) Missile Defense

- e. Determines resource requirements to accomplish Joint Staff mission, function, and operations.
- f. Ensures all program and policy matters pertaining to the Joint Staff are implemented and organizational objectives are achieved.
- g. Participates in CNGB/VCNGB senior staff meetings and weekly updates.

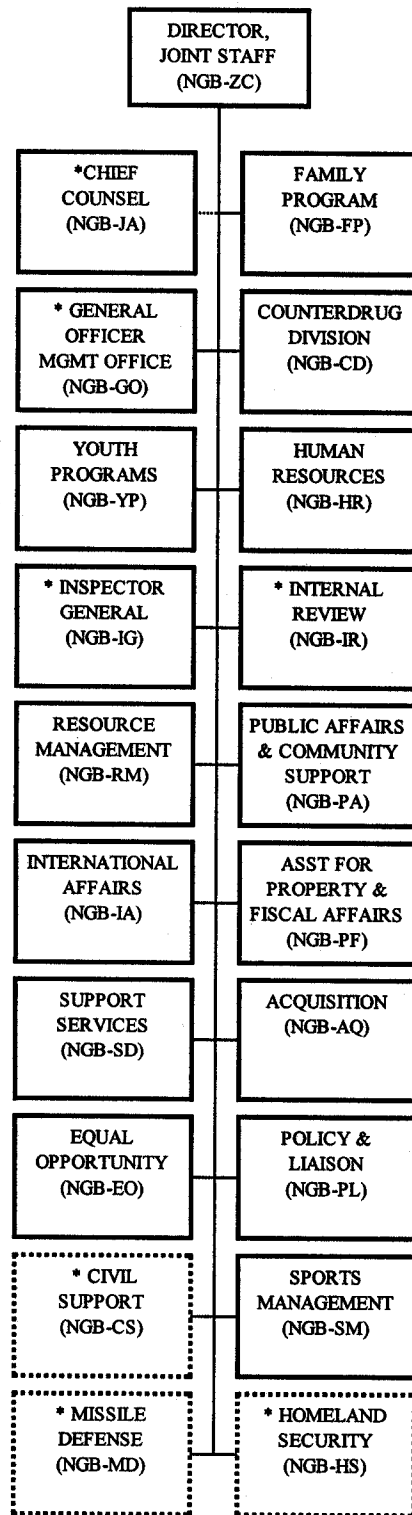


Figure 2-1.1. Director, Joint Staff (NGB-ZC)

\* These Joint Staff offices have a direct line of communication with the Chief, NGB (NGB-ZA, NGB-ZB Army and NGB/CC, NGB/CV Air Force).



**2-1.2. National Guard Bureau Resource Management Office (NGB-RM)**

Provides Resource Management support and recommendations to the Office of the Chief of the National Guard Bureau and the Joint Staff. Provides NGB Joint Staff Planning, Programming, Budgeting, and Execution System (PPBES) guidance, coordination, and support for the process/issues. Provides the NGB budget/execution year database entries to Defense Finance and Accounting System (DFAS) and ensures the funds are available. The NGB Resource Management Office is responsible for performing the following functions:

- a. Serves as Office of the Chief point of contact for ARNG and ANG fiscal support for Budget, Mini Program Objective Memorandum (Mini-POM) and Program Objective Memorandum (POM) processes.
- b. Serve as member of ARNG Program Budget Advisory Committees (PBACs), Program Evaluation Groups (PEGs)/ANG Panels, Workgroups, etc.
- c. Oversee ARNG/ANG monitoring of execution of OCNGB budget Annual Plans, Funding Allotment Targets (FATs), obligations and reconciliation.
- d. Perform liaison between NGB-ARC, NGB-ARZ-RM , NGB/FM and offices of OCNGB.
- e. Monitor performance of the offices of the OCNGB in managing assigned accounts to ensure obligations are properly controlled, and in a timely manner. Notify account Program Managers and/or Office Chiefs of any discrepancies.
- f. Conduct periodic review and analysis of OCNGB Headquarters budget execution.
- g. Monitor/assist OCNGB compliance with ARNG and ANG Management Control Program.
- h. Develop/recommend OCNGB process, as necessary to perform function.
- i. Submit documentation to DFAS.
- j. Participates in CNGB/VCNGB senior staff meetings and weekly updates.

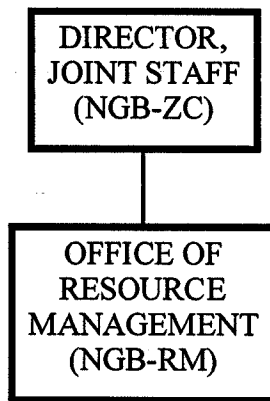


Figure 2-1.2. Office of Resource Management (NGB-RM)

**2-1.3. National Guard Bureau Family Program (NGB-FP)**

Enhances the quality of life for National Guard members, their families and the communities in which they live by establishing and facilitating ongoing communication, involvement, support, and recognition between National Guard families and the National Guard in a partnership that promotes the best of both. The NGB Family Program Office is responsible for performing the following functions:

- a. Developing, providing, and monitoring policy and procedures for the National Guard Quality of Life Family Program at the national and State levels.
- b. Exchanging advice and consultation with National Guard (NG) leadership and command on family and quality-of-life matters.
- c. Developing, delivering, and assessing family readiness criteria for any level of activation.
- d. Procuring, distributing, and monitoring Army and Air Guard appropriated funds and Army non-appropriated funds for national FP budgets.
- e. Determining, developing, and delivering Family Program resources, training, guidance, support, and materials for the States and Territories.
- f. Identifying, addressing, and resolving family and quality of life issues through the National Guard Quality of Life Family Action Plan process.
- g. Developing and providing Family Program (FP) volunteer policy, guidance, training, resources, and management oversight for the volunteer element of the program.
- h. Evaluating and monitoring family readiness throughout the National Guard and providing ongoing assessment and evaluation of the Family Program.
- i. Identifying the vision, policies, program regulations/directives/guidance, goals and objectives, and resources to institute a Youth Program for National Guard family members.

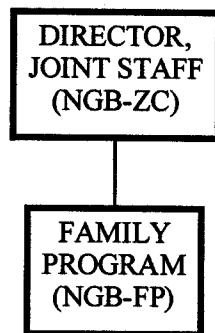


Figure 2-1.3. National Guard Bureau Family Program (NGB-FP)

**2-1.4. National Guard Bureau General Officer Management Office (NGB-GO)**

Responsible for the development and implementation of policies and procedures for the overall management of National Guard (NG) general officer programs. Assists the NGB senior leadership and their staff; the State adjutants general and their respective staffs; DOD offices; and other Federal and State agencies on issues concerning the management of the National Guard general officer force. The NGB General Officer Management Office is responsible for performing the following functions:

- a. Monitors all general officer personnel actions.

- b. Ensures by coordination with States, that all reassignment, State promotion, retirement actions, etc., are completed within established laws, regulations and policies.
- c. Participates in development of policy and procedures for all general officer actions, such as ANG Assistants, Deputy Commanding General/Special Assistants, promotions, Federal recognition, retirement, Reserve of the Army and Reserve of the Air Force appointments, etc.
- d. Manages general officer board actions concerning Federal recognition of State promotions, advisory and selection boards.
- e. 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).
- f. Provides Chief, NGB and appropriate Directors feedback and input on the processes and implication of actions during the pre- and post-board processes.
- g. 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 ANG Committee of Advisors (COA).
- h. Maintains and coordinates all NGB, service component, and DOD manuals, regulations, and instructions on general officer actions, such as evaluations, Federal recognition, flying policy, etc.
- i. Implements all regulations, policy and law as they relate to general officer actions.
- j. Provides guidance and advice to all levels on the management of the general officer force about law, regulation and policy.
- k. Manages the ANG Assistant, ARNG Deputy Commanding General/Special Assistant programs and related Reserve Component positions within the Joint Staff.
- l. Maintains, publishes and distributes general officer official biographies ensuring information is accurate through coordination with State points of contact and individual 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/retirement.

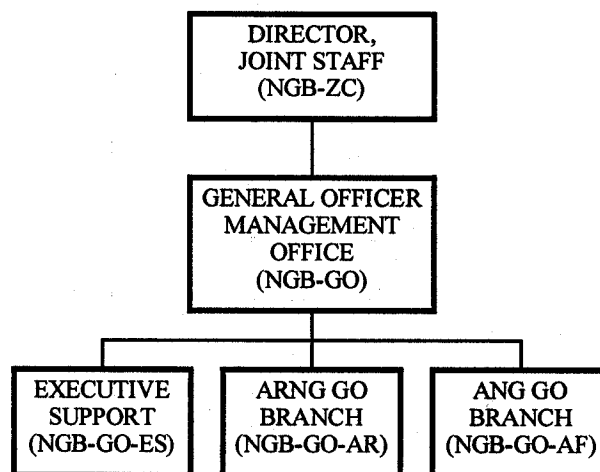


Figure 2-1.4. General Officer Management Office (NGB-GO)

**2-1.5. National Guard Bureau Counterdrug Office (NGB-CD)**

Provides highly skilled personnel, specialized equipment, and facilities to support 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 on matters concerning Counterdrug activities and inform him of the performance of missions and status of the Counterdrug program.
- 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 Counterdrug Coordinators, agencies and organizations supported by State Counterdrug programs, and higher echelon stakeholders.
- d. Integrate Counterdrug planning and programming efforts with those of NGB, OSD, Joint Chiefs of Staff (JCS), Joint Forces Command (JFCOM), ARNG, ANG and Office of National Drug Control Policy (ONDCP).
- e. Advocate enhancing the ability of the National Guard to perform the Counterdrug mission.
- f. Manage the day-to-day operations of the National Guard Bureau Counterdrug Office.
- g. Analyze program performance evaluation and compliance to identify needed improvements.

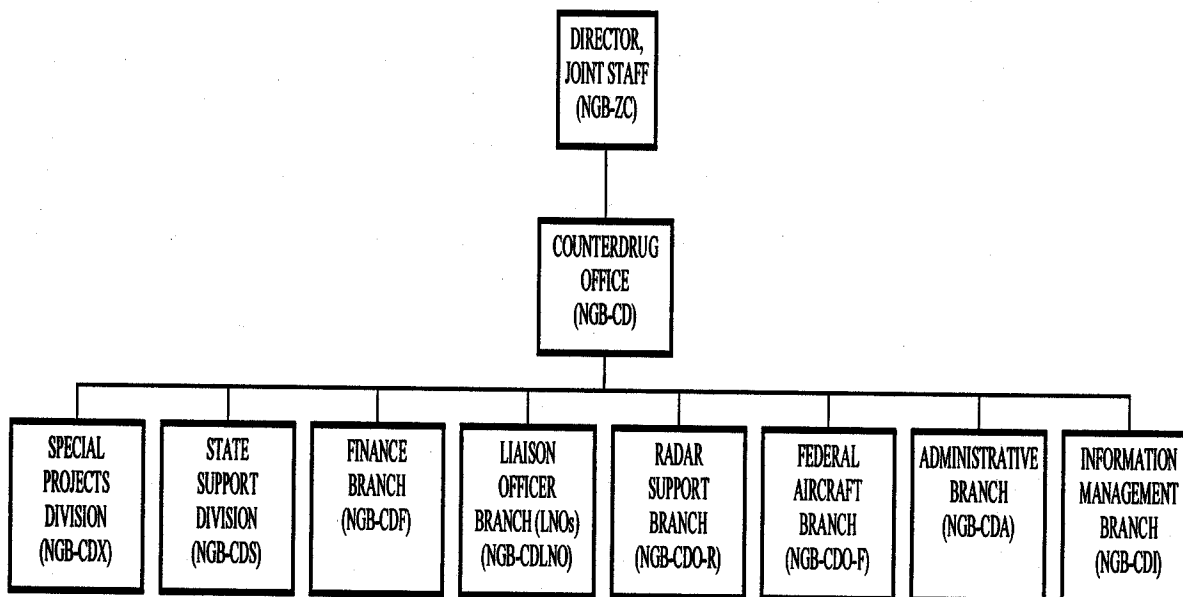


Figure 2-1.5. National Guard Bureau Counterdrug Office (NGB-CD)

**2-1.6. National Guard Bureau Youth Programs (NGB-YP)**

Advises the CNGB on all youth program matters. Assesses the individual State needs regarding the establishment of Youth Challenge Programs as well as on-going comprehensive assistance. This assistance includes advice on funding, policy, planning, staffing, State plans and cooperative agreements. Represents the CNGB at various meetings such as DOD/OSD and conducts intergovernmental activities. Provides

liaison with public/government interested in any aspect of the National Guard youth programs. The NGB Youth Programs Office is responsible for performing the following functions:

- a. Develop NGB policy for federally funded youth programs.
- b. Develop NGB policy for operations for federally funded youth programs.
- c. Develop cooperative (federal and State) agreements for youth programs.
- d. Report to Congress and State agencies.
- e. Develop youth program budgets and distribute funds.
- f. Youth program plan review/revision approval.
- g. Provide youth counsel, advise and conduct assistance visits as often as possible or when requested.
- h. Support non-federally funded youth programs.

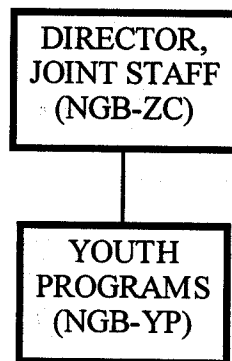


Figure 2-1.6. National Guard Bureau Youth Programs (NGB-YP)

**2-1.7. National Guard Bureau Human Resources (NGB-HR)**

Provides guidance and advice on Human Resource matters to NGB leadership. Designs and establishes National Guard specific regulations and policies that integrate traditional civil service rules with special provisions unique in law to the Guard. Delivers advisory services on all Human Resources programs to State level Human Resource Offices, supervisors and managers. Administers an oversight and compliance program to ensure State level Human Resource offices operate effectively and in compliance with legal and regulatory requirements. Serves a Major Command (MAJCOM) for the Air National Guard (ANG) Base Operation Squadron (BOS) Program. The NGB Human Resources Office is responsible for performing the following functions:

- a. General
  - (1) Interpret impact of Human Resource (HR) legislation and design legislative proposals.
  - (2) Develop nationwide policies and programs to support HR mission requirements.
  - (3) Develop, coordinate, and issue regulations in accordance with the Technician Act of 1968.
  - (4) Represent NGB at DOD policy level for Human Resources issues.
  - (5) Provide advisory services to NGB functional specialists.

- (6) Develop and conduct training for Human Resources Office (HRO) staff.
- (7) Conduct staff assistance visits to HROs of the 54 States and Territories.
- (8) Provide advice on alternative employment sources for mission accomplishment.
- (9) Provide advice and guidance to State HRO's and program managers on human resource issues to include interpretation of laws and regulations.
- (10) Develop Program Objective Memorandum (POM) requirements for HR programs and State HRO Support Services.

- (11) Serve as MAJCOM for Title 5, U.S.C. ANG Base Support programs.

- (12) Conduct study of current civilian personnel functions to present most efficient organization.

**b. Employment Pay and Development**

- (1) Administer the Technician employment program.
- (2) Regulate, develop, and evaluate employment, compensation, and development programs.
- (3) Integrate National Guard Dual Status/Non-Dual Status program into DOD-wide personnel programs.
- (4) Establish dual-status technician compatibility criteria and guidance.
- (5) Administer and manage Voluntary Early Retirement (VERA) and Voluntary Separation Incentive Payment (VSIP) programs.
- (6) Develop requirements and administer technician compensation programs and policies to meet mission requirements.
- (7) Coordinate National Guard leads on Federal Wage System surveys.
- (8) Initiate, develop, and coordinate special salary rate requests and other incentives for recruiting and retention.
- (9) Maintain skills, knowledge, and abilities of the full-time work force to accomplish the mission.
- (10) Administer executive, management and supervisory training and development program.
- (11) Assess national technician training needs and distribute technician-training funds.
- (12) Provide direction, program development, and consultation for design and delivery of economical and accessible training (distribute learning technology).
- (13) Manage and conduct employment, compensation and employee development courses.

**c. Labor and Employee Relations**

- (1) Manage benefits and entitlements programs.

(2) Develop and implement policies and regulations on incentive awards and performance management.

(3) Manage Office of Workers Compensation Programs (OWCP).

(4) Regulate discipline, adverse actions and appeals programs.

(5) Administer the National Guard Adverse Action Hearing Examiner Program.

(6) Develop and implement policies and regulations on labor management relations.

(7) Carry out NGB national consultation responsibilities.

(8) Represent NGB before the Federal Labor Relations Authority (FLRA) and Department of Labor (DOL) in administrative proceedings.

(9) Develop and implement policies and regulations on the Employee Assistance Program (EAP).

(10) Manage and conduct training programs for State collective bargaining teams.

d. Defense Civilian Personnel Data System (DCPDS) Activity

(1) Design National Guard requirements for automated personnel data system.

(2) Responsible for funding DCPDS system requirements.

(3) Research and implement system procedures for functional applications.

(4) Provide Customer Help Desk services to sustain DCPDS field operations.

(5) Sustain and modernize automation support to personnel data systems and business processes.

(6) Develop and implement a Data Quality Review program for DCPDS.

(7) Provide NGB full-time strength reports to NGB, Office of Personnel Management (OPM), Defense Manpower Data Center (DMDC), Air Force and Army.

(8) Negotiate DCPDS support agreements; Interservice Support Agreement (ISSA), Memorandum of Understanding (MOU), and Memorandum of Agreement (MOA); with Department of Defense (DOD), Department of the Army (DA), and Department of the Air Force (DAF).

e. Classification

(1) Develop and administer National Guard-specific classification program.

(2) Represent the NGB in classification proceedings with OPM and DOD.

(3) Research, prepare and publish nationwide standardized position descriptions and organization structures.

(4) Provide exception position description guidance.

(5) Initiate and participate in the development of an effective position management program.

(6) Research and develop mission-specific full time organizations and work center descriptions.

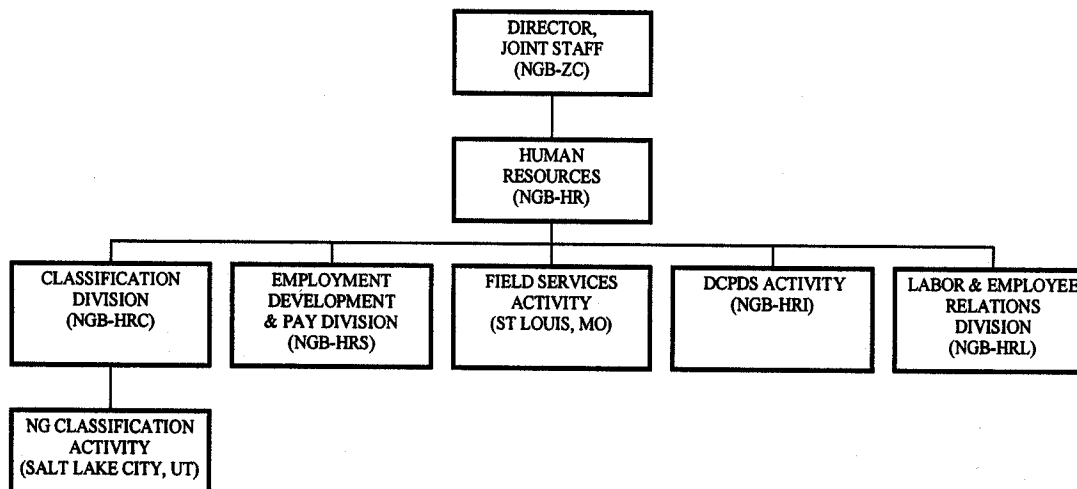


Figure 2-1.7. National Guard Bureau Human Resources Office (NGB-HR)

### 2-1.8. 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. To be an active participant, through the Joint Management Quality Initiative (JMQUI), in development of the Joint Staff Strategic Plan.
- c. Manages the operations of the NGB Inspector General Office, both financial and manpower resources for the office, to ensure 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 Senior Leadership Group on all Inspector General issues.
- f. Manages the State Inspector General System and provide 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 Two 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.

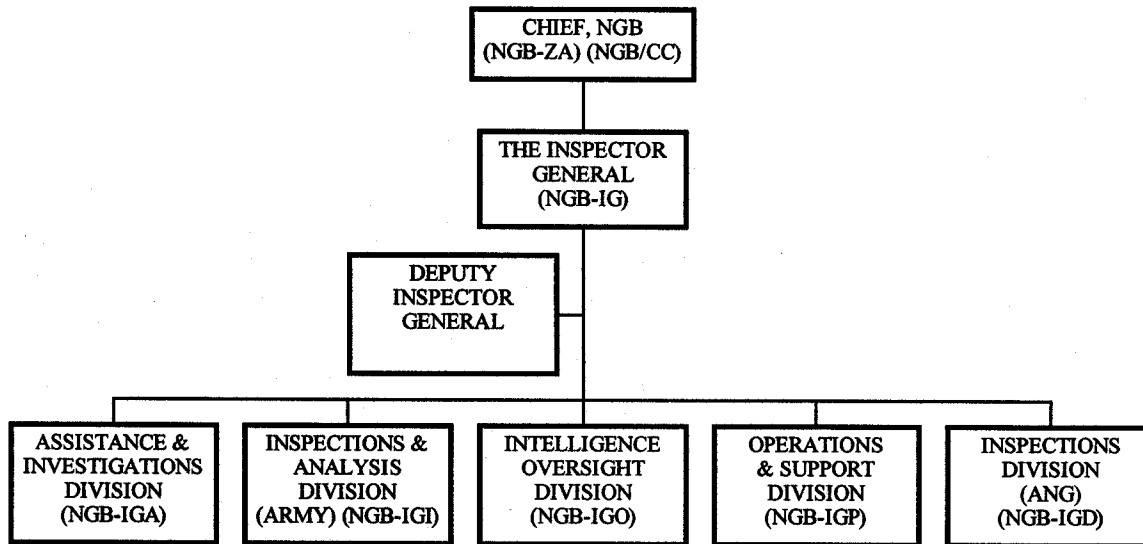


Figure 2-1.8. National Guard Bureau Inspector General (NGB-IG)

**2-1.9. 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, 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, conducts 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 Office of Primary Responsibility (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.

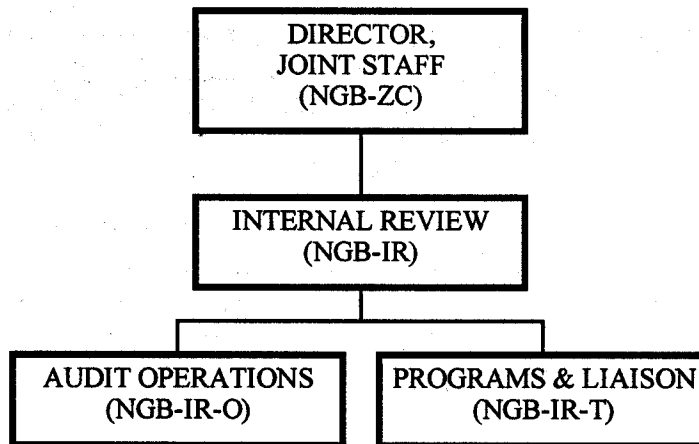


Figure 2-1.9. National Guard Bureau Internal Review (NGB-IR)

**2-1.10. National Guard Bureau Office of the 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 and Assistant to the Chief, NGB, 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 Office of the 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.

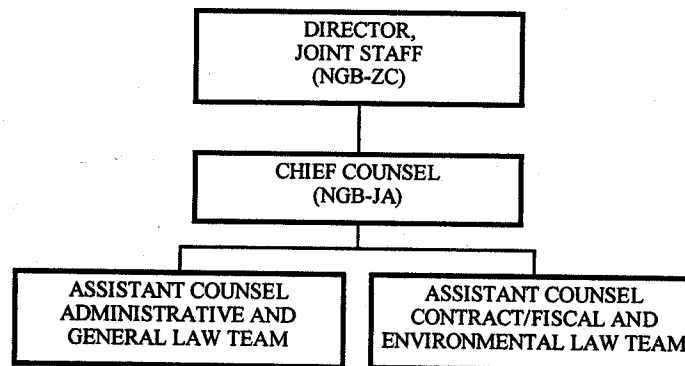


Figure 2-1.10. National Guard Bureau Office of the Chief Counsel (NGB-JA)

**2-1.11. National Guard Bureau Office of 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.

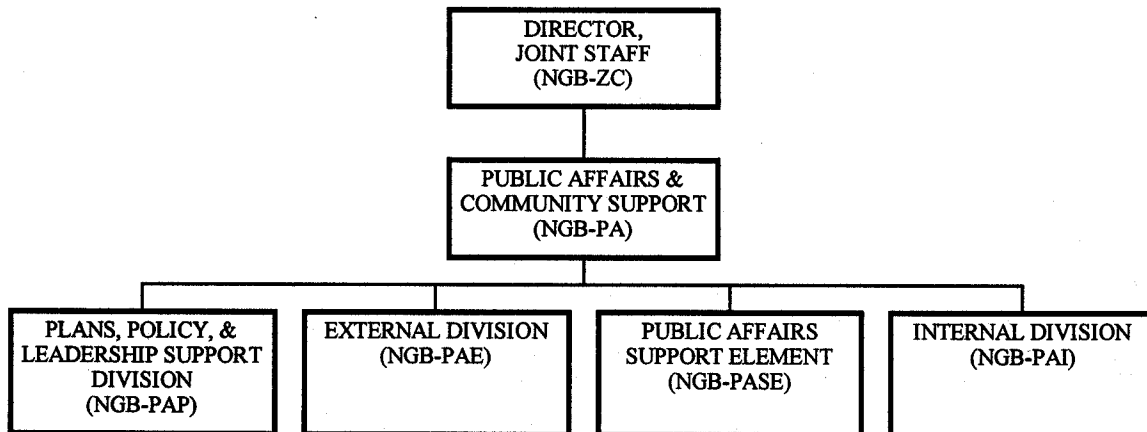


Figure 2-1.11. National Guard Bureau Office of Public Affairs and Community Support (NGB-PA)

**2-1.12. National Guard Bureau International Affairs (NGB-IA)**

Advises the Chief, National Guard Bureau (NGB) and integrates National Guard capabilities into Theater Engagement Plans (TEPs) and the Ambassadors' Country Plan. Develops policy and strategy for international engagement in direct support of National Military and National Security Strategies. Develops and implements joint international programs for the National Guard relevant to the continuing realignment and restructuring of nations and to our national interests around the globe. Uses all State and Federal resources to support international programs and to sustain National Guard readiness through global engagement programs. Performs foreign liaison functions. The NGB International Affairs Office is responsible for performing the following functions:

- a. Develop and provide input to CINCs Theater Engagement Plans.
- b. Develop, maintain, manage and provide leadership for the NGB International Affairs program.
- c. Coordinate International Initiatives with the Interagency Working Group.
- d. Leadership, Policy and Oversight of NG State Partnership Program.
- e. Coordination of Joint DOD and Interagency International Affairs issues.
- f. Functions as Office of Primary Responsibility for NGB Foreign Liaison.
- g. NG Program Manager North Atlantic Treaty Organization (NATO) Partnership for Peace.
- h. Represent CNGB at international working groups, conferences, and events.
- i. Functions as NGB OPR for Partnership for Peace Information Management System (PIMS).
- j. Develop and manage NGB International Affairs Foreign Affairs Officer program.
- k. International Security & Civil-Military Relations Masters Degree Program.
- l. Support U.S. policy, U.S. aid, DOD, and other U.S. Government agencies Foreign Visitors program.
- m. Support the National Security Strategy by executing coordinated missions in support of U.S. Department of State.
- n. Support the National Military Strategy with NG units, soldiers, and airmen.
- o. Advises the Chief, National Guard Bureau on matters concerning International Affairs and informs him of the performance of and status of International issues.
- p. Advocate for both financial and manpower resources for the office, to ensure capability to accomplish the International Affairs mission.
- q. Provides guidance/interface with the Senior Leadership Group on all International Affairs issues.
- r. To be an active participant, through the Joint Management Quality Initiative (JMQUI), in development of the Joint Staff Strategic Plan.
- s. Lead, coordinate and manage National Guard participation in commemorations (i.e., WWII, Korean War, etc...).
- t. Plan, develop, coordinate, and manage foreign trips of Chief and Vice Chief, National Guard Bureau.

- u. Build and maintain briefings on International Affairs.
- v. Manage day to day operations of the National Guard Bureau International Affairs Directorate.
- w. Prepare draft correspondence and information papers in reply to requests from members of congress, congressional liaison office and Chief, National Guard Bureau.

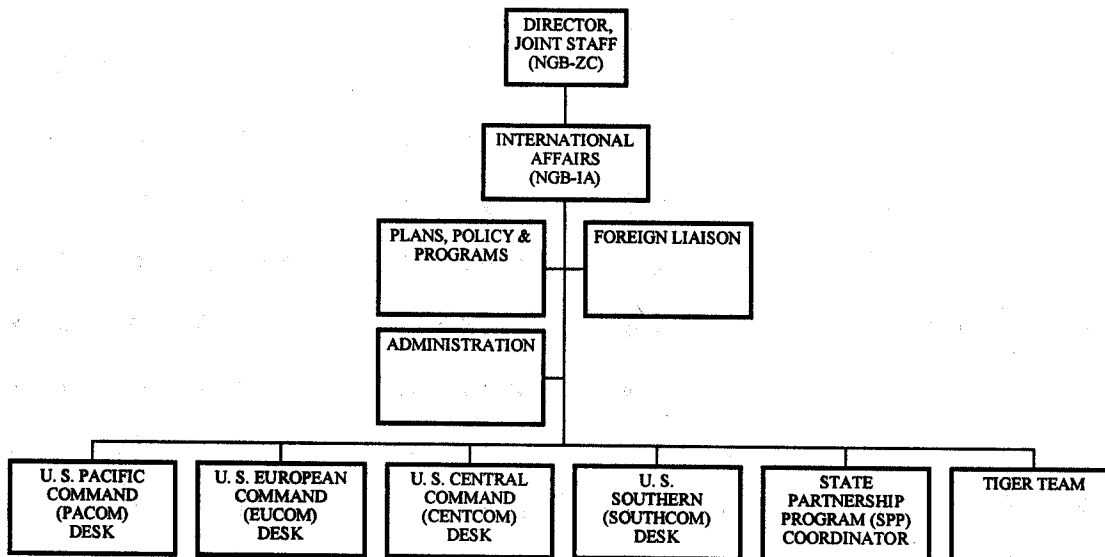


Figure 2-1.12. National Guard Bureau International Affairs (NGB-IA)

**2-1.13. National Guard Bureau Office of the Assistant for Property and Fiscal Affairs (NGB-PF)**

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 performing 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.

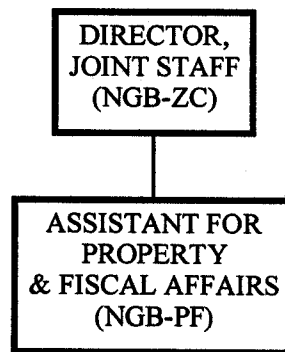


Figure 2-1.13. National Guard Bureau Office of the Assistant for Property and Fiscal Affairs (NGB-PF)

#### 2-1.14. National Guard Bureau Support Services (NGB-SD)

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 and Reserve Component Automation System (RCAS) at JP1, 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), the Air National Guard Readiness Center (ANGRC) and RCAS.
- 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.

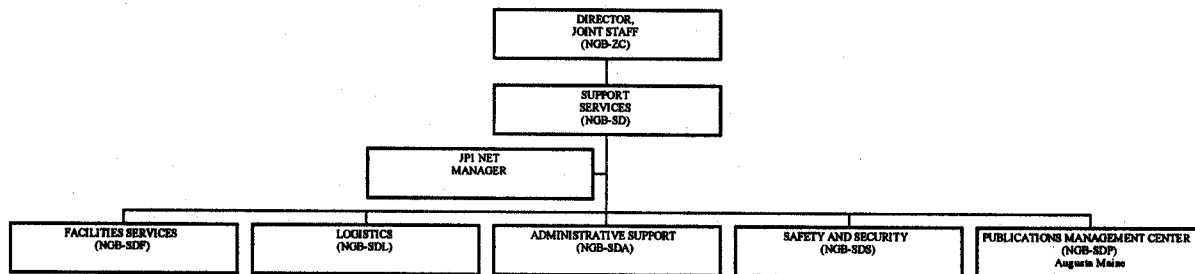


Figure 2-1.14. National Guard Bureau Support Services (NGB-SD)

**2-1.15. National Guard Bureau Acquisition (NGB-AQ)**

Provides oversight and administration for National Guard Federal contracts and grants/cooperative agreements throughout the 50 States, 3 Territories, and the District of Columbia and provides contract support to the offices of the National Guard Bureau. 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 other assistance arrangements.
- b. 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) and Monthly Summary of Actions \$25,000 or Less (DD Form 1057).
- c. Provides technical assistance and advice on all National Guard procurement acquisition related matters.
- d. Conducts Procurement Management Assistance visits to contracting offices within the 50 States, 3 Territories, and the District of Columbia.
- e. Serves as the National Guard OPR for contracting automation systems such as the Standard Procurement System (SPS), and the Base Contracting Administrative System (BCAS).
- f. Develops, initiates, and monitors acquisition reform initiatives within the National Guard.
- g. Serves as the National Guard task-order and delivery order contract ombudsman, reviews complaints from contractors and assures that they are afforded a fair opportunity to be considered.



- h. Provides centralized management of the National Guard use of the Government wide commercial purchase card.
- i. Provides responses to Congressional inquiries into National Guard acquisition issues.
- j. Provides responses to unsolicited proposals from contractors proposing to do business with the National Guard.
- k. Serves as the Initial Denial Authority relative to responses to Freedom of Information Act requests on acquisition issues.
- l. Provides procurement/acquisition support for the National Guard in the National Command Regional (NCR) and nation-wide where requirements are applicable for multiple States.

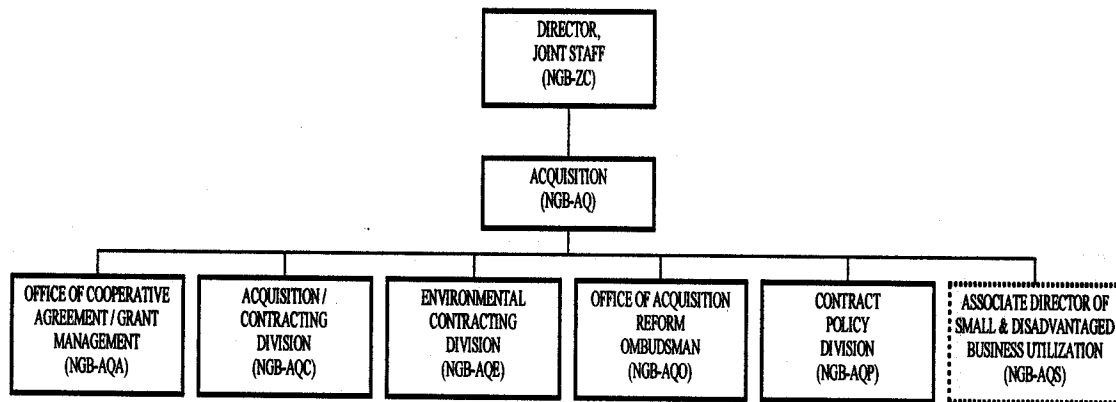


Figure 2-1.15. The National Guard Bureau Acquisition (NGB-AQ)

**2-1.16. National Guard Bureau Equal Opportunity (NGB-EO)**

Provides advice, assistance, and technical expertise to the senior leadership of NGB and the States in the direction and management of all military and technician Equal Opportunity (EO) and Equal Employment Opportunity (EEO) programs. Manages and directs those programs in accordance with applicable laws and regulations 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 VII of the Civil Rights Act of 1964 and relation laws and regulations.
- 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.
- c. Reviews State programs and assures compliance with nondiscrimination policy of Title VI and VII.
- d. Develops policy for and managers Equal Employment Opportunity Program for ARNG and ANG technicians, to include affirmative employment program under EEOC guidelines.
- e. Develops policy for and manages military EO program for ARNG, to include military affirmative action program, under DOD and DA regulations and guidelines.
- 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.

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. Foster 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 EO/EEO Special Emphasis Programs for the National Guard to include specific programs for women, Blacks, Hispanics, Asian Americans, American Indians, and persons with disabilities. Coordinates NGB participation and support of special observances for these groups.

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), EEOC, and major national minority and women's organizations.

s. Participates in work groups and task forces 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.

t. Stimulates and supports activity of national level ARNG and ANG EO/EEO councils. Participates on councils to influence success.

u. Ensures budgetary coordination and support for EO/EEO efforts.

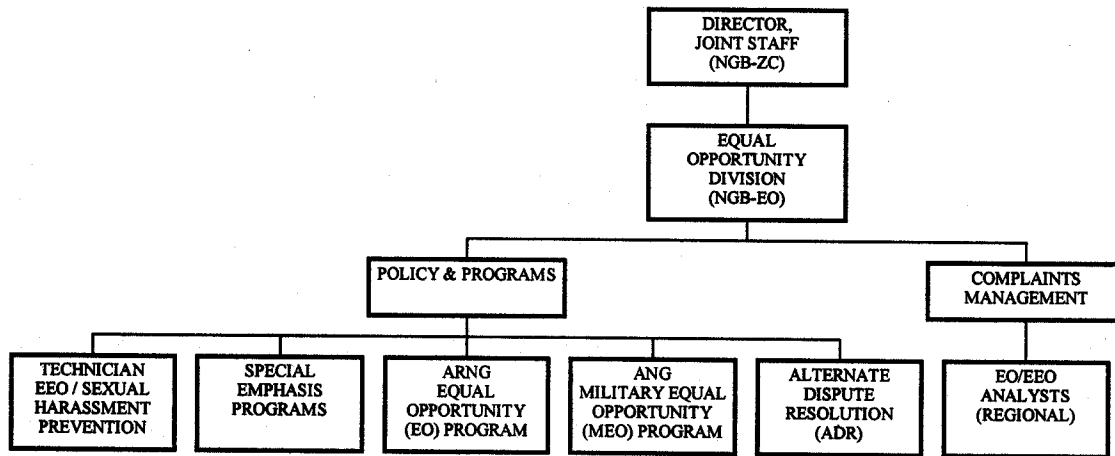


Figure 2-1.16. National Guard Bureau Equal Opportunity (NGB-EO)

**2-1.17. National Guard Bureau Office of Policy and Liaison (NGB-PL)**

Provides liaison between NGB and the Congress as well as various military and non-military organizations. The NGB Office of Policy and Liaison is responsible for performing the following functions:

- a. Provides Congressional liaison between NGB and Congress.
- b. Provides coordinated National Guard response to White House and Congressional written telephonic inquiries.
- c. Coordinates and conducts hearing/appearances preparation and inserts for Congressional records.
- d. Communicates and coordinates policy issues with NGB staff, OSD, and external staff as required.
- e. Serves as focal point for DOD agencies and selected organizations external to DOD.
- f. Manages the "All States" communications program.
- g. Coordinates design of legislative potential impact proposals.
- h. Provides language for Congressional testimony, language to support legislative issues and NGB posture statement with regard to international affairs.
- i. Manages the National Guard Bureau Congressional Fellowship Program.

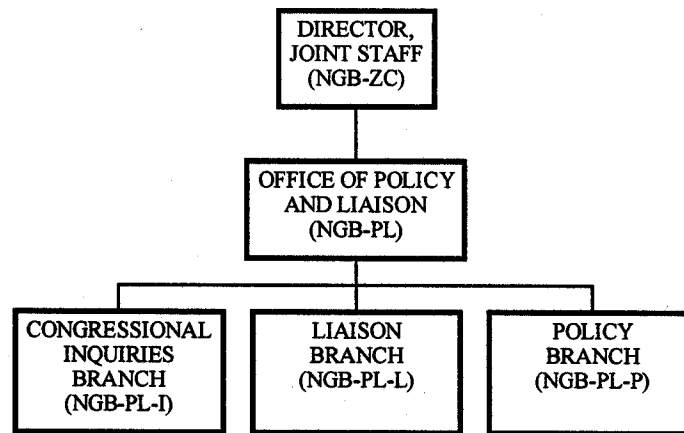


Figure 2-1.17. National Guard Bureau Office of Policy and Liaison (NGB-PL)

### 2-1.18 National Guard Bureau Office of Sports Management

Advise the Chief, National Guard Bureau (NGB), establish policy and guidance for administration of competitive sports and integrate sports activities guardwide, starting at the novice level, which support opportunities for soldier athletes to reach the highest levels of amateur competition.

- a. Represents the NGB at sporting events. Responsible for the formulation of plans, policies, procedures, and directing the NGB Sports Management Program.
- b. Directs and manages the administrative, promotional and evaluative requirements and functions of the program.
- c. Provides subject matter expertise, information, advice and assistance to other sport agencies, and the 54 States and Territories.
- d. Establishes priorities and provides guidance to State competitive sports offices.
- e. Provides knowledge of policies and technical procedures governing the U.S. sports program, and all aspects of national and international sports organizations to fulfill the objectives of the NGB Sports Management Office.
- f. Subject matter expert on the objectives of the Army/Air Force, National and International Sports, and of the interrelationship with Department of the Army (DA) and Department of Defense (DOD) mission and goals, and to ensure conformance with DA and DoD policies.
- g. Advises CNGB of sport-related organizations, programs, missions, and functions of the Department of Defense.
- h. Subject matter expert on modern sports promotion and marketing techniques as they relate to the Army/Air Force Sports Program, to successfully develop and respond to new methods, approaches, and procedures for the most effective management of a military sports program.
- i. Develops funding requirements for the NGB Sports Management Office and takes necessary action to obtain and utilize funds from the proper sources.

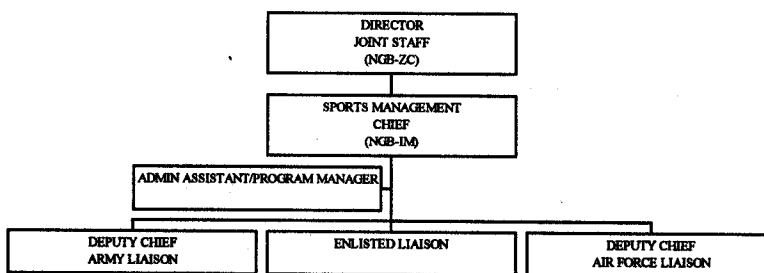


Figure 2-1.18 National Guard Bureau Office of Sports Management

*Section II*

*Program Executive Office for Information Systems and the Chief Information Office*

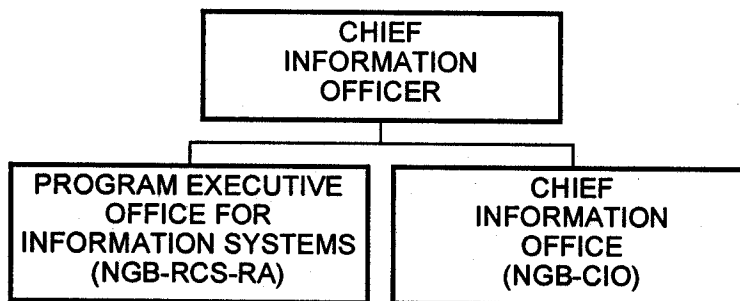


Figure 2-2.1. National Guard Bureau Program Executive Office for Information Systems and the Chief Information Office

**2-2.1. National Guard Bureau Program Executive Office for Information Systems (NGB-RCS-RA)**

Plans, designs, develops, acquires, installs, and maintains Reserve Component management information systems as directed by the Chief, National Guard Bureau. Provides oversight of the Reserve Component Automation System (RCAS) Project Management Office (PMO) and the Distributive Training Technology Project (DTTP) PMO. Acts as the principal representative for the functional users, and interfaces with Congress, Office of the Secretary of Defense, Headquarters Department of the Army, National Guard Bureau, and other Defense, Federal, and State external agencies. Serves as the Milestone Decision Authority for assigned programs (ACAT II/III & below). The NGB Program Executive Office for Information Systems is responsible for performing the following functions:

- a. Provides executive staff assistance to assigned programs.
- b. Reviews, approves and supports PMO documentation to include management, acquisition strategy, security, software development, configuration management, test and evaluation strategy, and Overarching Integrated Product Team (OIPT) schedules.
- c. Provides resource management support to assigned programs.
- d. Facilitates, evaluates, validates, consolidates, and prioritizes functional requirements and user needs listed in the Operational Concept Description (OCD) / Operational Requirements Document (ORD).
- e. Integrates programs with communications systems, networks and other Defense and Standard Army Information Systems in the approved architecture of Defense Information Infrastructure/Common Operating Environment (DII/COE).

f. Manages the transition from the acquisition organization to the appropriate life cycle support organizations.

g. Serves as the National Guard career management advocate for National Guard acquisition workforce personnel.

h. Reports schedule, cost and performance status of assigned programs to National Guard Bureau, Department of the Army, Office of the Secretary of Defense and Congress.

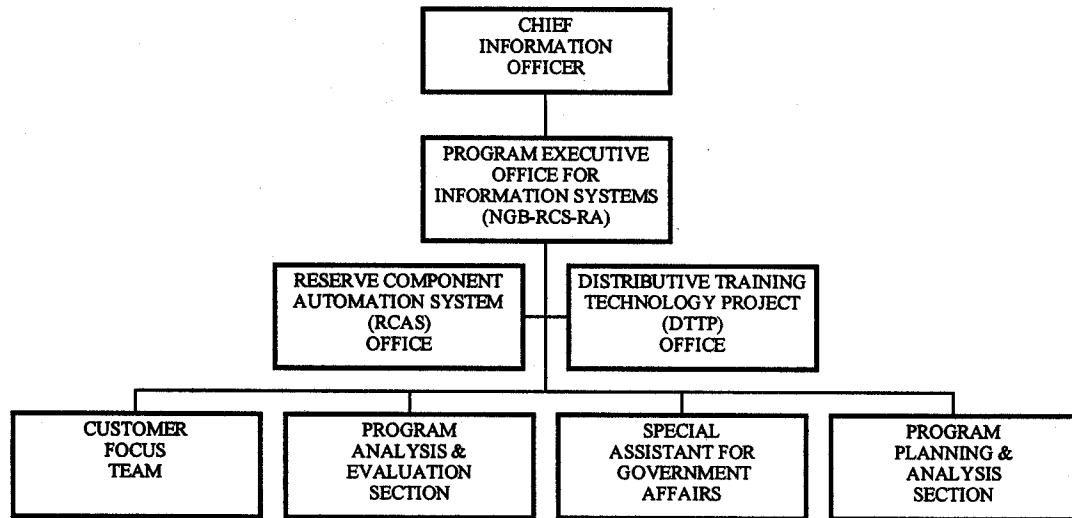


Figure 2-2.2. National Guard Bureau Program Executive Office for Information Systems (NGB-RCS-RA)

**2-2.3. National Guard Bureau Chief Information Office (NGB-CIO)**

Establishes information technology policy and standards, coordinates and integrates information technology efforts in the Army and Air Guard Directorates as well as Joint Staff offices, ensures interoperability, reduces duplication and redundancy, and enhances the performance of the mission of the National Guard. The NGB Chief Information Office is responsible for performing the following functions:

- a. Manages information technology issues for the National Guard.
- b. Develops and maintains a strategic vision for employing information resources based on the National Guard enterprise vision.
- c. Analyzes cost-effectiveness of all relevant National Guard plans and programs, assessing how effectively they meet the established performance measures.
- d. Ensures capital planning and investment control processes are implemented for making information technology investment decisions.
- e. Monitors information technology activities to ensure plans are executed within cost, schedule, performance and risk management criteria.
- f. Advocates the use of information technology and knowledge management as corporate resources.
- g. Serves as the advocate for the National Guard for the National Guard Acquisition Workforce.

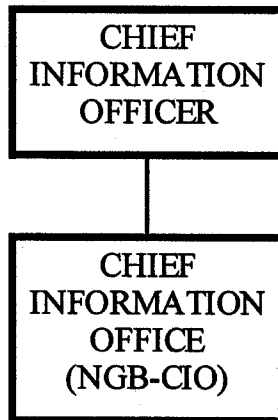


Figure 2-2.3. National Guard Bureau Chief Information Office (NGB-CIO)

*Section III*  
*Army National Guard Directorate*

**2-3.1. Director, Army National Guard (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.
- d. Serves as CNGB's executive agent for policy, procedures and execution of Military Support to Civil Authorities (MSCA) programs.

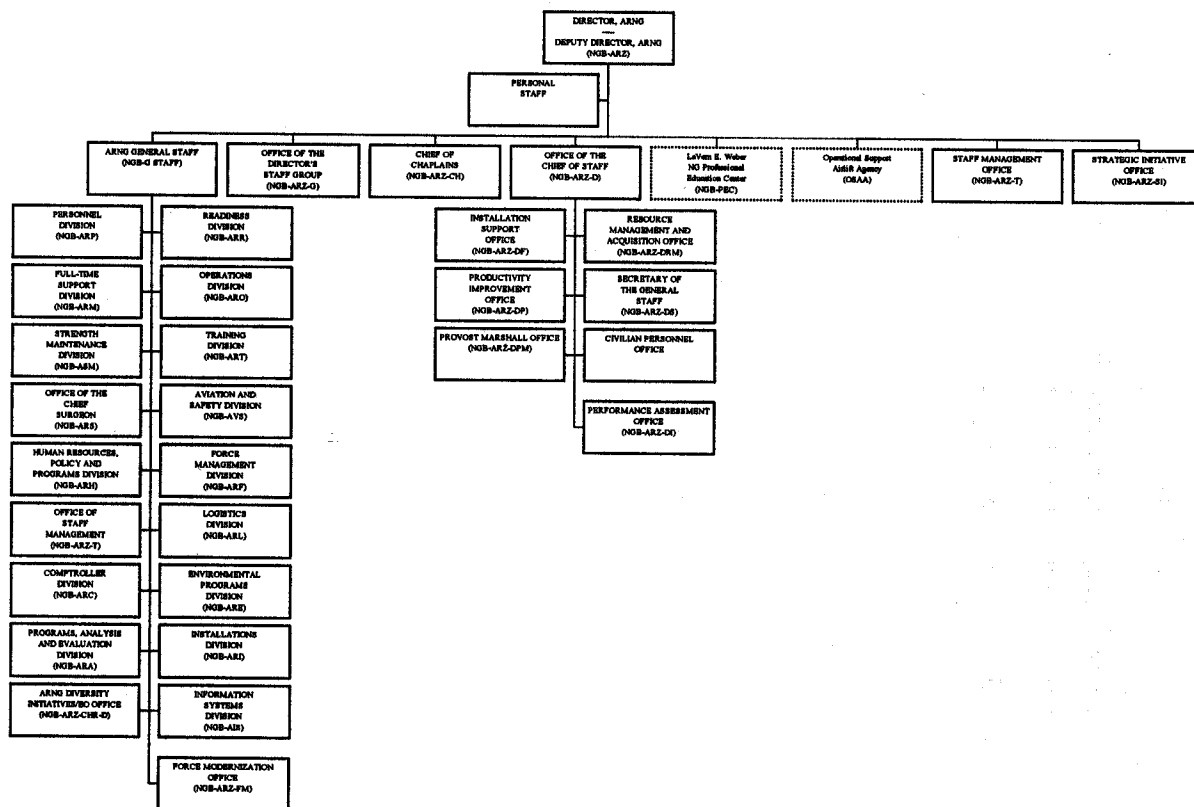


Figure 2-3.1. Army National Guard Directorate

**2-3.2. 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.

### **2-3.3. 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.
- f. Manages Command Group travel budget.
- g. Staff action control.
- h. Command Group transportation support.
- i. Supply Noncommissioned Officer (NCO) for DARNG, Deputy Director, Army National Guard (DDARNG), and Command Sergeant Major (CSM).
- j. Primary Hand-Receipt holder for DARNG, DDARNG, CSM hand receipted items.
- k. 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.

### **2-3.4. 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.

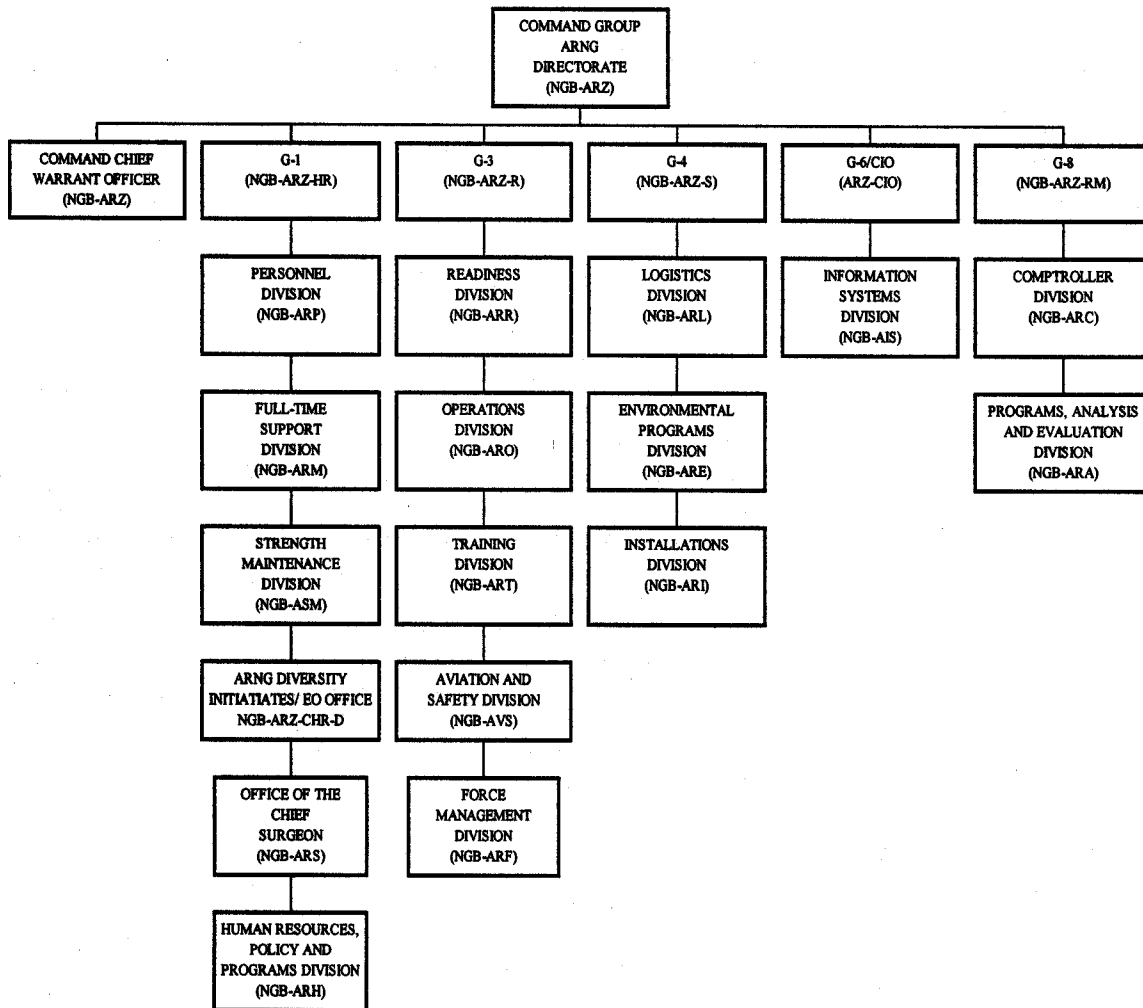


Figure 2-3.2. Army National Guard Directorate General Staff (NGB-ARZ)

2-3.5. 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.

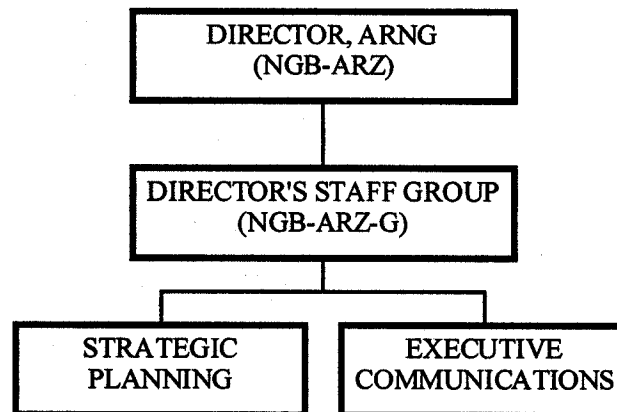


Figure 2-3.3. Army National Guard Office of the Director's Staff Group (NGB-ARZ-G)

### 2-3.6. 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. Organizes and manages impartial selection boards and advisory panels for competitive allocations in the

acquisition, development and sustainment of the Title 10 force and others as required. 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 and Active Component (AC) Officer Distribution Program (ODP) soldiers to meet the ARNG mission and priorities, Title 10 end strengths at authorized manning levels and to ensure the readiness of 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, AC ODP and Active Duty for Special Work (ADSW) 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 and Title 10 and national boards/panels.
- 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 fiscal resources to support the Title 10/AC 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.

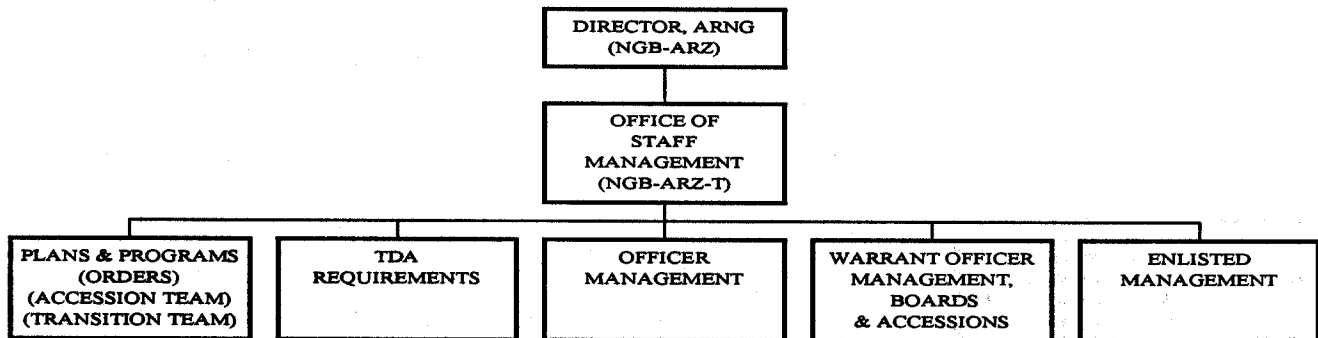


Figure 2-3.4. Army National Guard Office of Staff Management (NGB-ARZ-T)

**2-3.7. 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 Core Team 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.
- 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.

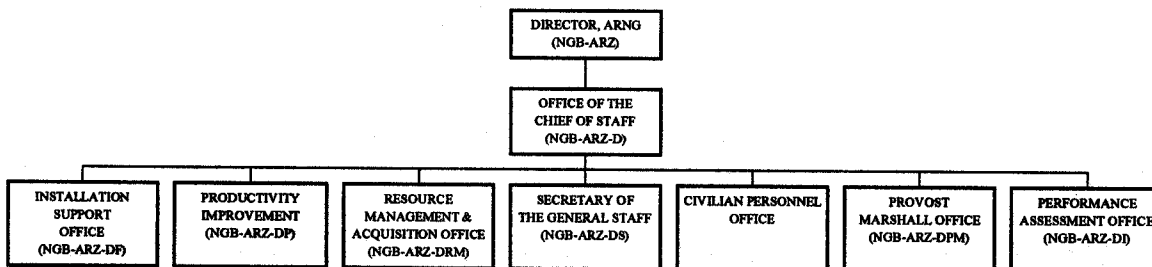


Figure 2-3.5. Army National Guard Office of the Chief of Staff (NGB-ARZ-D)

**2-3.8. 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.

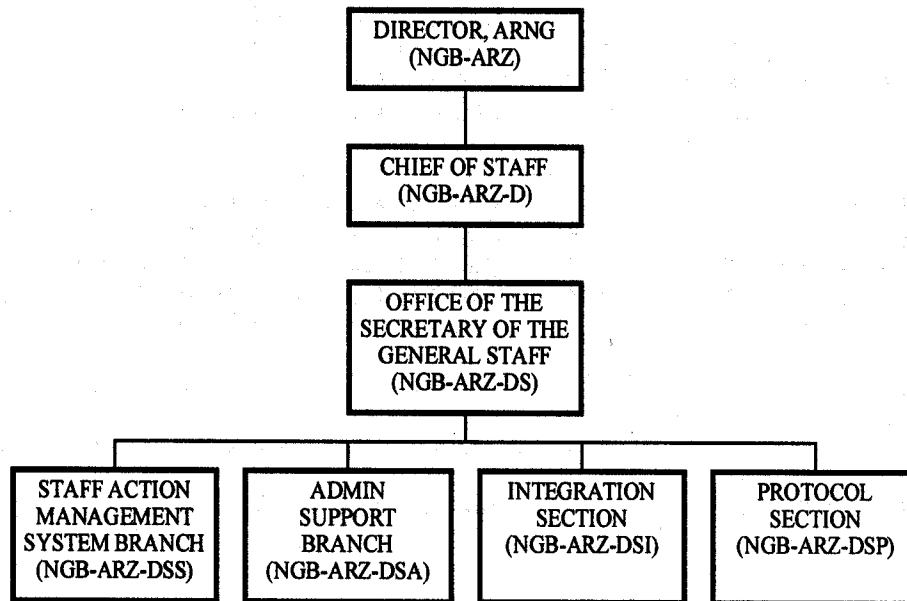


Figure 2-3.6. Army National Guard Secretary of the General Staff (NGB-ARZ-DS)

### 2-3.9. 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.

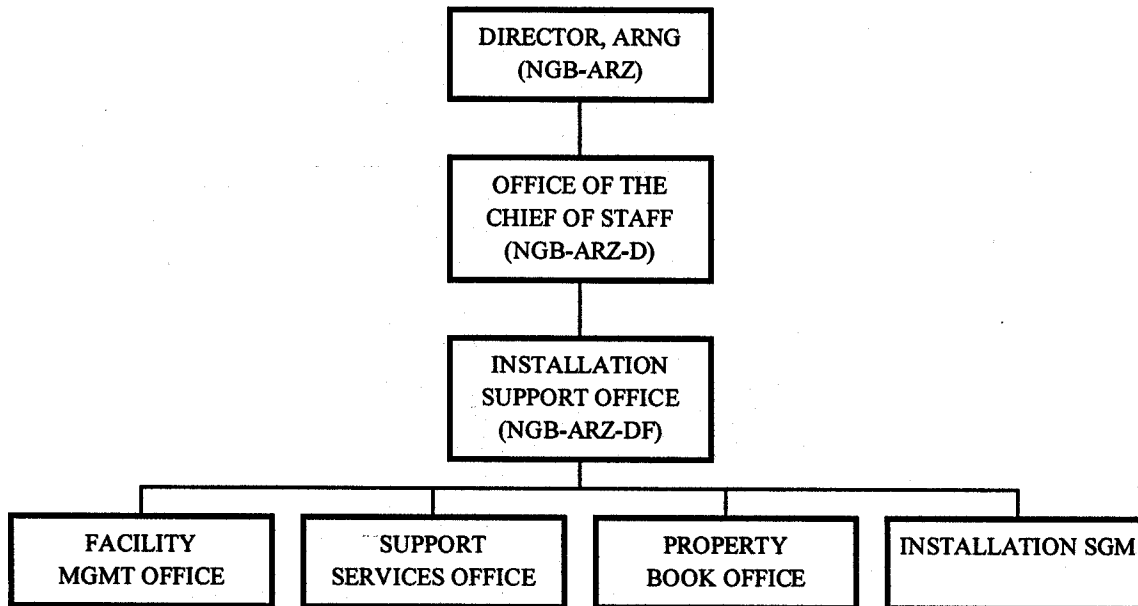


Figure 2-3.7. Army National Guard Installation Support Office (NGB-ARZ-DF)

**2-3.10. Army National Guard Resource Management and Acquisition 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 Management, Acquisition 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 Management and Acquisition 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-Lexington 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) (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 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), and distribution of Appropriation Operation and Maintenance (OMNG), ARNG 2065 and the Command Operating Budget (COB), 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.

1. 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 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 (FAD) at the MDEP 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 CofS, Deputy CofS, 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, 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) Rewrite 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 quarterly 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 Management, Acquisition (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 quarterly 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 Core Team 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.

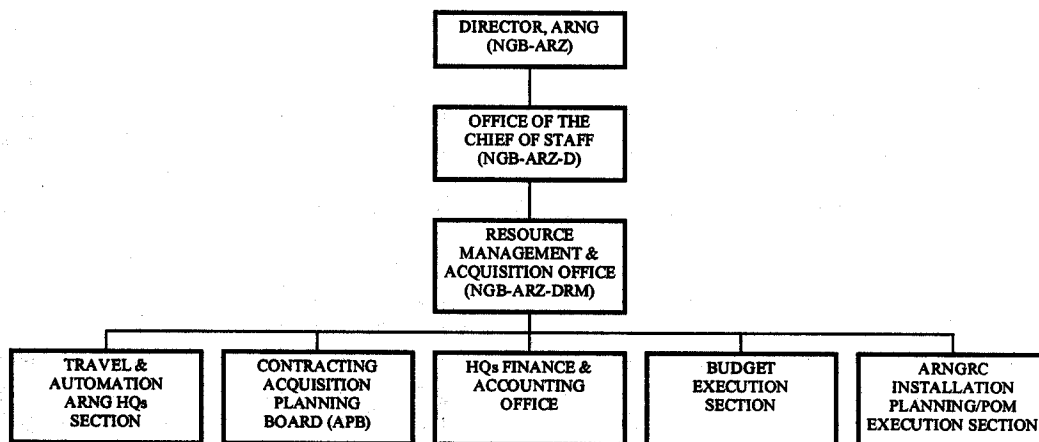


Figure 2-3.8. Army National Guard Resource Management and Acquisition Office (NGB-ARZ-DRM)

**2-3.11. Army National Guard Provost Marshall Office (NGB-ARZ-DPM)**

Provides law enforcement 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 Marshall Office responsible for performing the following functions:

- a. Provides law enforcement 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. Oversees 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) Commanders during crisis situations.

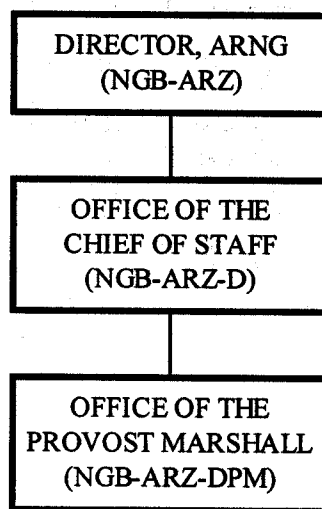


Figure 2-3.9. Army National Guard Provost Marshall Office (NGB-DPM)

#### 2-3.12. Army National Guard Productivity Improvement Office (NGB-ARZ-DP)

Advises ARNG Senior Leadership on methods to improve productivity and conference management. Recommends initiatives that lead to incremental and breakthrough improvement, innovations, continuous learning and change. Serves as primary advisor to the Chief of Staff, ARNG and the Deputy Chief of Staff, ARNG for productivity improvement and conference management. The ARNG Productivity Improvement Office is responsible for performing the following functions:

- a. Improve organizational functioning through the design and implementation of developmental processes that establish learning organization practices and principles.
- b. Provides consultation in organization development to support senior ARNG Directorate Leadership in planning and executing executive level workshops and conferences.
- c. Conducts research, identifies available quality resources, benchmarks best practices and provides performance improvement support to the ARNG Directorate staff.
- d. Coordinates and partners with the Performance Assessment Office and the Quality Training Center on performance improvement policy, missions, training, projects and issues.

- e. Advises on design of offsites, workshops, meetings, and courses that include facilitation, group development, and change management.
- f. Recommend/Advise senior leadership on processes to bring efficiency, accountability and economy to the expenditure of resources on ARNG Directorate conference participation/execution.
- g. Develop/maintain an inventory of all conferences, workshops, and other meetings in which the ARNG Directorate staff participates or conducts.
- h. Conducts analysis; identifies problem areas; and makes recommendation on requests for exceptions to policy regarding scheduling of conferences.

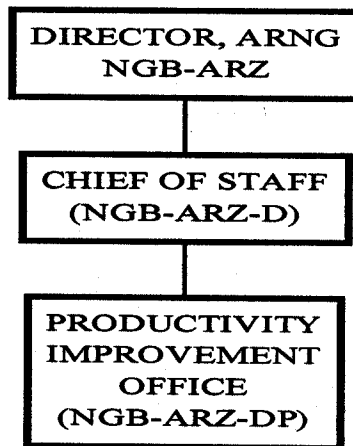


Figure 2-3.10. Army National Guard Productivity Improvement Office (NGB-ARZ-DP)

**2-3.13. Army National Guard Performance Assessment Office (NGB-ARZ-DI)**

Provides advice and assessment on the evaluation of the performance of selected organizational core processes to the Director of the Army National Guard (ARNG), ARNG Directorate Leadership and their respective staffs, and ARNG State and Territory Leadership and their respective staffs. Additionally, selected programs managed by the Performance Assessment Office have visibility at the Headquarters, Department of the Army and Secretary of the Army levels. The ARNG Performance Assessment Office is responsible for performing the following 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. Quarterly Army Performance Review (QAPR). QAPR provides the Secretary of the Army and Army senior leaders a corporate review of performance.
- c. Performance Improvement Program through Evaluation and Review (PIPER). The PIPER program measures actual performance at the ARNG Directorate Level against established goals and objectives.
- d. State Performance Indicator Reporting System (SPIRS). Similar to the PIPER program, SPIRS assesses actual performance against established goals and objectives at the State/Territory level.
- e. 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.
- f. 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.

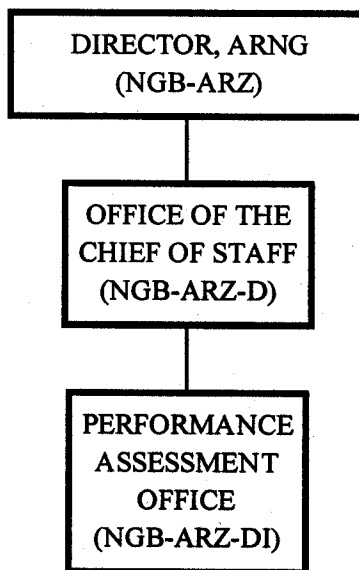


Figure 2-3.11. Army National Guard Performance Assessment Office (NGB-ARZ-DI)

**2-3.14. 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.

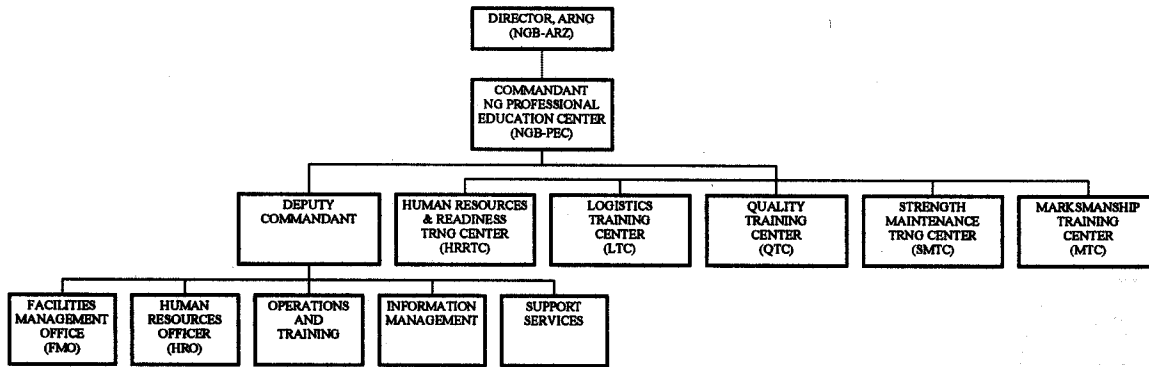


Figure 2-3.12. The LaVerne E. Weber National Guard Professional Education Center (NGB-PEC)

**2-3.15. 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."



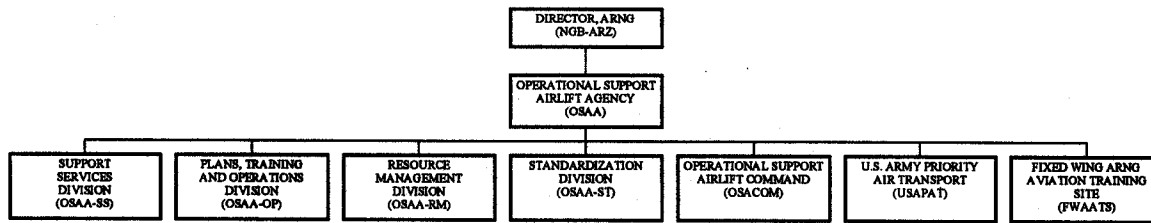


Figure 2-3.13. The Operational Support Airlift Agency (OSAA)

**2-3.16. 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.

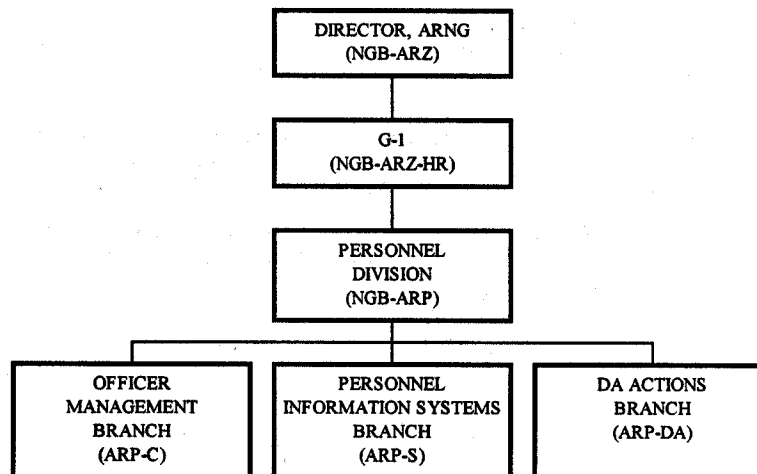


Figure 2-3.14. Army National Guard Personnel Division (NGB-ARP)

**2-3.17. Army National Guard Full-time Support Division (NGB-ARM)**

Responsible for equitability planning, programming, budgeting, execution, distribution, oversight and analyses for execution of over \$2.6 billion in Annual Funding Programs supporting the ARNG full-time work force (Military Technician, Active/Guard Reserve and Department of the Army Civilian) of more than 49,000 personnel. Develops and maintains manpower staffing standards for determining minimum essential full-time manpower requirements to ensure accomplishment of required federal workload to maintain mission readiness of ARNG units. Coordinates manpower matters with States, NGB activities, HQDA, DOD, and OSD. Respond to Congressional inquiries and labor union partnership interests. The ARNG Full-time Support Division is responsible for performing the following functions:

- a. Develop, implement and maintain manpower staffing standards and execute, upon request, management consulting services for the ARNG Full-time Support (FTS) work force exclusive of the DA Staff and Field Operating Agencies (FOAs), to ensure the utmost readiness of the Army National Guard units.
- b. Maintain oversight on FTS utilization and readiness. Promulgate policy to the States and Territories, which regulate Active Guard and Reserve (AGR) Program management, the use of Full-time National Guard Duty for Special Work (FTNGDSW), Mix of Force policy for FTS employees. Develop military grade and federally funded/reimbursed support personnel management life cycles to meet present and future needs of the ARNG FTS program.
- c. Develop, justify, defend, acquire and interpret manpower staffing requirements into manpower authorization and funding data used to provide actual FTS program funding to the 54 States and Territories.
- d. Responsible for systems integration of manpower requirements development, documentation, calculation of authorizations (based on affordability and Managed Levels of Resourcing [MLR]), and allocation of FTS based on force structure. Coordinate with other organizations to develop algorithms and data links to data bases; The Army Authorizations Documenting System (TAADS), manpower requirements, and authorizations, MLR resourcing, controlled grades, and budget allocations necessary to produce the FTS Manpower Authorization Voucher for the 54 States and Territories.
- e. Advise the Directorate on policy matters affecting the FTS Program. Write and coordinate policy-affecting manpower at echelons above the National Guard Bureau. Monitor the status of legislative activities impacting FTS. Prepare papers and reports conveying status and requirements of the FTS program to senior leaders in DA, DOD and Congress.

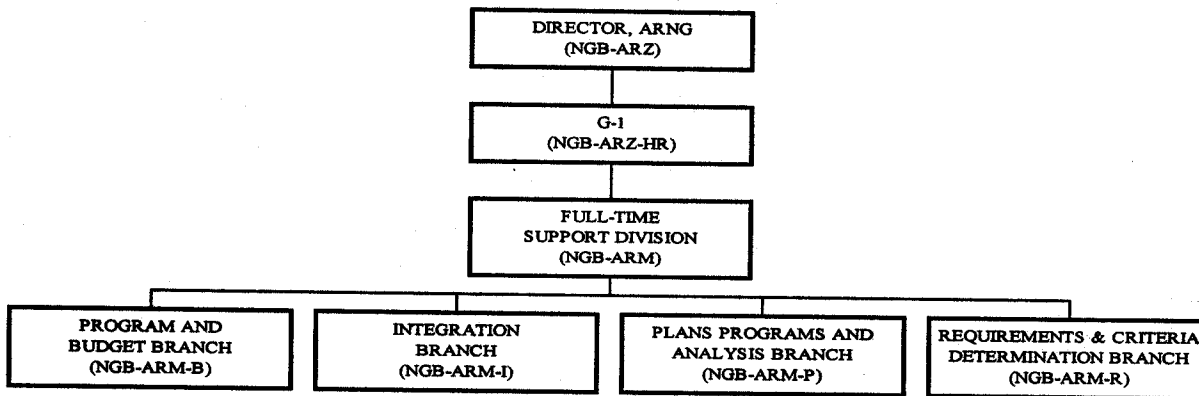


Figure 2-3.15. Army National Guard Full-time Support Division (NGB-ARM)

**2-3.18. 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.

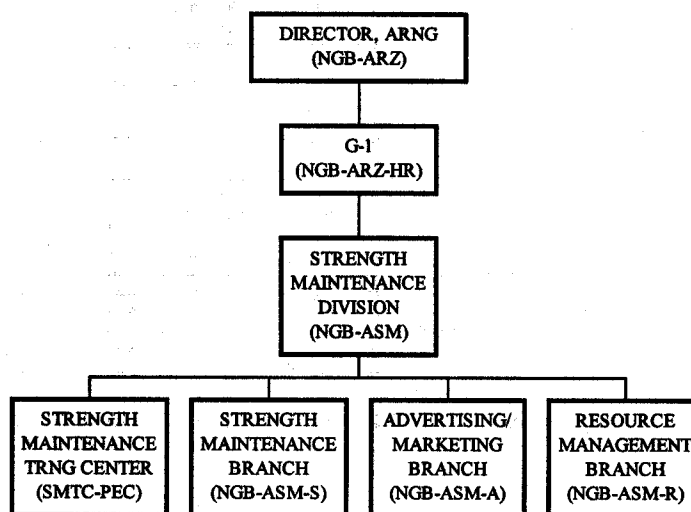


Figure 2-3.16. Army National Guard Strength Maintenance Division (NGB-ASM)

**2-3.19. 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 policies 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.

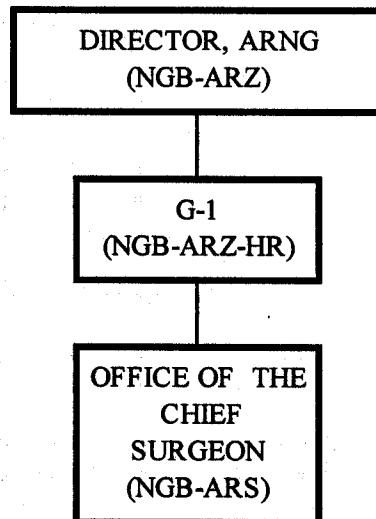


Figure 2-3.17. Army National Guard Office of the Chief Surgeon (NGB-ARS)

**2-3.20. Army National Guard Human Resources Policy and Programs Division (NGB-ARH)**

Develops and implements personnel policies and programs that provide the most rewarding professional and personal development and opportunities for Army National Guard Soldiers and their families. Identifies, develops, and validates the human resources requirements to properly man the Army National Guard (ARNG). Manages the development of policies and procedures to administer the Human Resources Life Cycle. Manages the development and administration of the compensation, entitlements, and benefits programs. Manages the fiscal programs and procedures in the Human Resources community. The ARNG Human Resources Policy and Programs Division is responsible for performing the following functions:

a. Proponent for the following regulations:

NGR 600-200 Enlisted Personnel

NGR 614-1 Inactive Army National Guard (ING)

NGR 600-100 Commissioned Officers - Federal Recognition and Related Personnel Actions

NGR 600-101 Warrant Officer - Federal Recognition and Personnel Actions

NGR 600-102 Commissioned Officers and Warrant Officers Assigned to Selective Service State Area Commands

NGR 634-101 Efficiency and Physical Fitness Boards

NGR 634-102 Officer and Warrant Officer Selective Retention

NGR 604-10 Military Personnel Security Program

NGR 600-7 Selected Reserve Incentive Programs

b. Review force structure developments to ensure manpower requirements are supported by personnel program policies and procedures.

c. Ensure the Army National Guard acquires qualified applicants to meet the ARNG structural authorizations.

d. Provide the policies and procedures to support the Army National Guard in the assignment and re-assignment process.

e. Provide the policies and procedures for professional development, training and special assignments.

f. Provide policy to support deployment, re-deployment, and readiness reporting.

g. Provide policies, procedures to enable personnel services support elements (reenlistments, promotions, extensions, ING transitions).

- h. Provide policies and procedures to separate, discharge, and retire ARNG soldiers.
- i. Establish the criteria for the accessioning, retention, promotion and separation of Army National Guard officers and warrant officers.
- j. Provide timely and accurate guidance to the States/Territories concerning officer/warrant officer personnel policy.
- k. Develop and implement personnel security policy.
- l. Develops Army National Guard Manpower Program and disseminates end strength missions and guidance for each of the States and Territories on an annual basis.
- m. Performs personnel strength management for the ARNGUS by establishing strength, accession, and retention/attrition goals and controls, and by recommending the establishment, continuation, modification and/or elimination of various military personnel policies.
- n. Provides official military personnel data used to manage budgets and financial programs.
- o. Develops, coordinates, and implements plans and programs for managing Army National Guard entitlements, incentives, separation/retirement/death benefits and military funeral honors.
- p. Coordinates the interface of the ARNGUS Personnel Reporting System with the DOD Reserve Components Common Personnel Data Systems (RCCPDS), the Joint Uniform Military Pay System-Reserve Components (JUMPS-RC), the Drill Attendance, Monitoring, and Performance Reporting (DAMPRE) System, and other automated information systems.
- q. Drafts personnel related legislative proposals at Federal and State level.
- r. Responsible for ARNG Military Personnel Officer field personnel operations policy and procedures.
- s. Properly execute current fiscal year funding, to include: Program Budget Advisory Committees, Money Transfers, Advisors to Program Managers, Distribute Reports to Program Managers.
- t. Prepare requirements and execution data for the Budget Estimate Submission (BES) and President's Budget (PRESBUD) process for appropriations, National Guard Personnel, Army (NGPA) and Operations and Maintenance National Guard (OMNG).
- u. Prepare requirements and methodology for submission of Manning PEG MDEPs for the POM cycle.

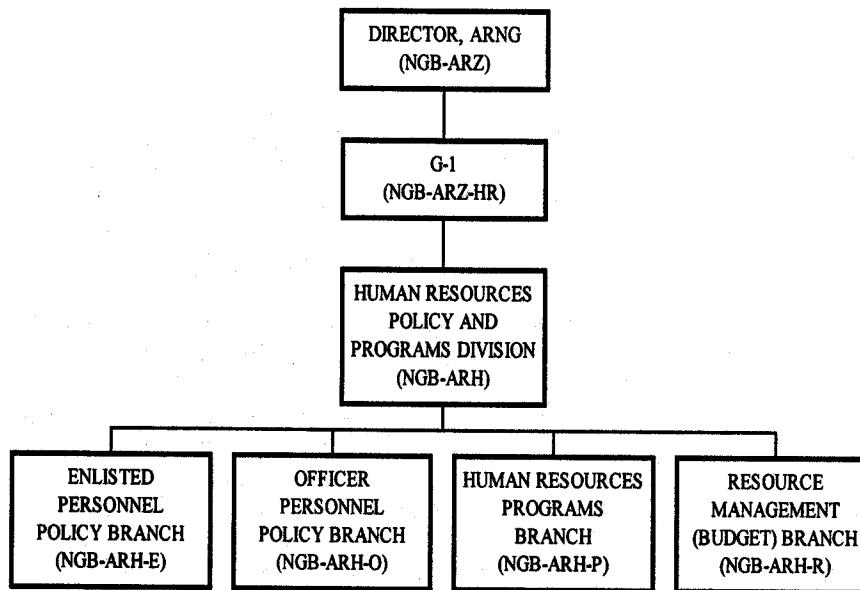


Figure 2-3.18. Army National Guard Human Resources Policy and Programs Division (NGB-ARH)

### 2-3.21. 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.

1. Provides chaplains and chaplain assistants for all mobilization requirements.

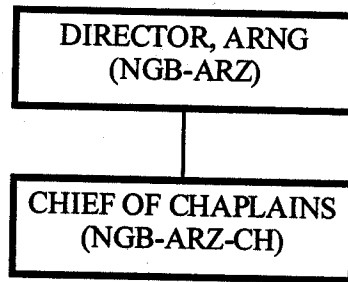


Figure 2-3.19. Army National Guard Office of the Chief of Chaplains (NGB-ARZ-CH)

### 2-3.22. 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.

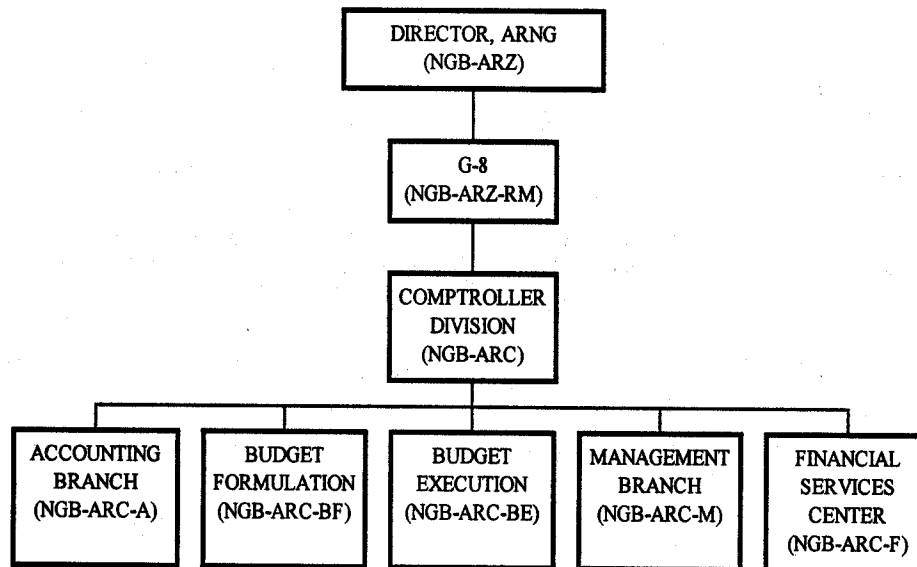


Figure 2-3.20. Army National Guard Comptroller Division (NGB-ARC)

### 2-3.23. 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 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.

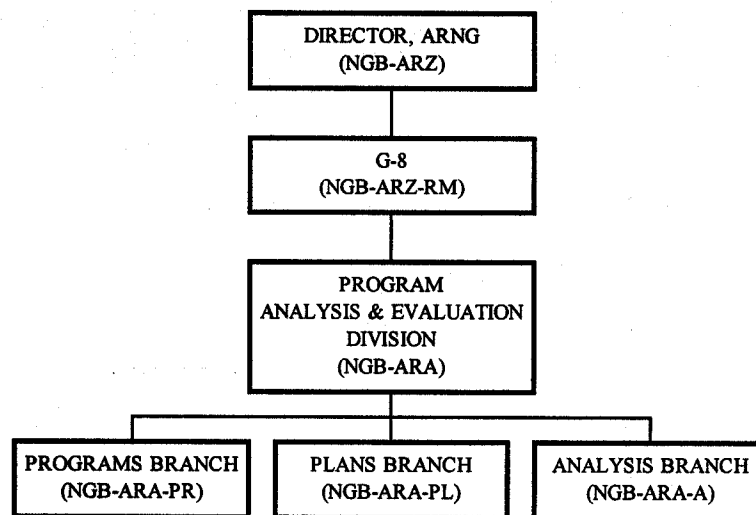


Figure 2-3.21. Army National Guard Program Analysis and Evaluation Division (NGB-ARA)

**2-3.24. Army National Guard Readiness Division (NGB-ARR)**

Develops mobilization and readiness programs and policies. Collects, consolidates and disseminates Unit Status Report (USR) data for all ARNG reporting units. Administers the ARNG mobilization and deployment exercise program. Provides Army National Guard (ARNG) forces fully capable of meeting challenges of future mobilization and deployment contingencies and specialized in the development and implementation of national level strategic plans and policies, theater strategy and planning, and development of concepts and doctrine for employing ARNG forces at the operational and strategic levels of warfare. The ARNG Readiness Division is responsible for performing the following functions:

**a. Readiness**

- (1) Collect, consolidate, and disseminate monthly USR data for all ARNG reporting units to the senior leadership of the Army, Headquarters, Department of the Army (HQDA), Forces Command (FORSCOM), and the Joint Chiefs of Staff (JCS).
- (2) Supports readiness analysis, missioning and the mobilization process by providing decision support services, systems analysis and design. Integrates readiness management initiatives within the ARNG staff and all States/Territories.
- (3) Develops and coordinates ARNG Readiness Policy and Programs.
- (4) Manage all automated systems that collect, process, analyze and disseminate USR data.
- (5) Analyze USR data to identify readiness trends. Provides information and analytical products to ARNG staff and 54 States and Territories.
- (6) Conduct Force Readiness Assessment for every unit assigned to the ARNG and develops courses of action to improve unit status.
- (7) Integrates plans and programs for improving readiness in selected units with ARNG staff, States, Territories and units.
- (8) Develop and present the Quarterly Readiness Review to the Director, ARNG (DARNG) and NGB staff; develops and presents the ARNG portion of the quarterly Force Status Briefing to the Commanding General, FORSCOM and staff; develop and present the ARNG portion of the Monthly Readiness Review (MRR) to the Chief of Staff, Army and senior Army Staff (ARSTAF).
- (9) Division leads to provide readiness data, information and presentations for periodic, recurring meetings and conferences of the ARNG senior leadership.
- (10) Provides readiness data for the intensive management of ARNG high priority units, such as Force Support Package (FSP) units, enhanced Separate Brigades (eSB's), Special Forces (SF) Groups and other early-deploying units.
- (11) Manages the Special Reporting Authority (C-5 Status) for units undergoing HQDA directed actions, such as reorganization, activation, or inactivation.
- (12) Manages the Chronic and Marginal Unit program, units with long-term personnel shortages.
- (13) Responsible for Mobilization Readiness Advisory Council (MRAC) oversight.
- (14) Provides readiness analysis and input to Congress, Office of the Secretary of Defense (OSD), Office of the Secretary of the Army (SECARMY), General Accounting Office (GAO), Army Audit Agency (AAA), and others as required.

- (15) Proponent for AR 220-1 and ARNGR 220-1, Unit Status Reporting.
- (16) Provide system analysis of all readiness functions.
- (17) Provide developmental and maintenance programming support for readiness information systems.
- (18) Manage end-user input programs for collecting readiness data from the States and Territories.
- (19) Single-source repository for ARNG readiness data to other offices within NGB, Army agencies, joint users and other DOD activities. Maintains detailed databases for Active Army and US Army Reserve unit readiness.
- (20) Provides all Global Command and Control System (GCCS) communications, to include use and training, to the ARNG Readiness Center (ARNGRC). Assists State GCCS operators with GCCS use and training. Maintains the NGB GCCS server and provides electronic lines of communication between the States and HQDA, al., via classified and unclassified networks.
- (21) Acts as POC for Reserve Component Automation System (RCAS)-related readiness and mobilization functions.
- (22) Supplies and supports the Readiness Division's Information Management Office (IMO) function, to include oversight and/or control of classified computer networks. Acts as Information Security Office for related networks.

**b. Mobilization**

- (1) Ensure 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 FOSCOM 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) Develop 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) Augment the Army Operation Center (AOC) as a member of the Crisis Action Team (CAT) during mobilization. Conduct mobilization training with the CAT during mobilization exercises.

(13) Provide recommendations to HQDA and FORSCOM on mobilization of ARNG units for Stabilization and Support Operations (SASOs).

(14) Facilitate 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) Provide guidance and liaison to the Mobilization Readiness Advisory Council (MRAC) on mobilization issues.

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

(17) Provide 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.

**c. Strategy, Plans and Policy**

(1) Formulate ARNG positions on National Security Policy and National Military Strategy.

(2) Relate National Security and National Military Strategies to ARNG, Army and Joint and Multinational force requirements and provide assessments and recommendations to the Army leadership.

(3) Contribute to key policy documents, such as:

(a) The President's National Security Strategy (NSS)

(b) The Secretary of Defense's Defense Planning Guidance (DPG)

(c) The Quadrennial Defense Review (QDR)

(d) The Chairman, Joint Chiefs of Staff's Joint Vision

(e) The Joint Strategic Capabilities Plan (JSCP)

(f) The Army Strategic Planning Guidance (ASPG)

(g) The Army Plan (TAP)

(h) The Unified Commanders Operations Plans, Contingency Plans and Theater Engagement Plans

(4) ARNG Directorate POC for:

(a) The Army Mobilization Operations Planning and Execution System (AMOPES)

(b) The HQDA Master Priority List (DAMPL)

(c) The Army WARTRACE Program

(d) The Army Force Support Package (FSP) Program

(5) Develop operational and strategic level Army and Joint Warfighting concepts and doctrine.

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

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

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

(9) Reserve Component Employment Study (RCE-05); participate in workgroups that address the specific finding of this study. Ensure ARNG remains engaged and seek missions that are supported by current and projected force structure.

(10) Assist the ARSTAF in developing Illustrative Planning Scenarios that will be instrumental in the development of the DPG 2001-2007. These same scenarios will also be key to the Dynamic Commitment Beyond 2000 Exercise and QDR process.

(11) Provide training and assistance to CINC Planners. Provide at least one trained AGR officer per CINC staff to assist in war plan maintenance and development. Provide this officer pre-deployment training at the National Guard Bureau headquarters. Provide follow-on assistance both on-site and via GCCS and Secure Internet Protocol Routed Network (SIPRNET).

(12) Assist the ARSTAF in developing a Mobilization Process/System that leads the Army into the 21<sup>st</sup> century. Facilitate discussion and actively participate in a Mobilization Functional Area Analysis. The first requirement will be to gain the support of the Vice Chief of Staff, Army (VCSA) to charter this study.

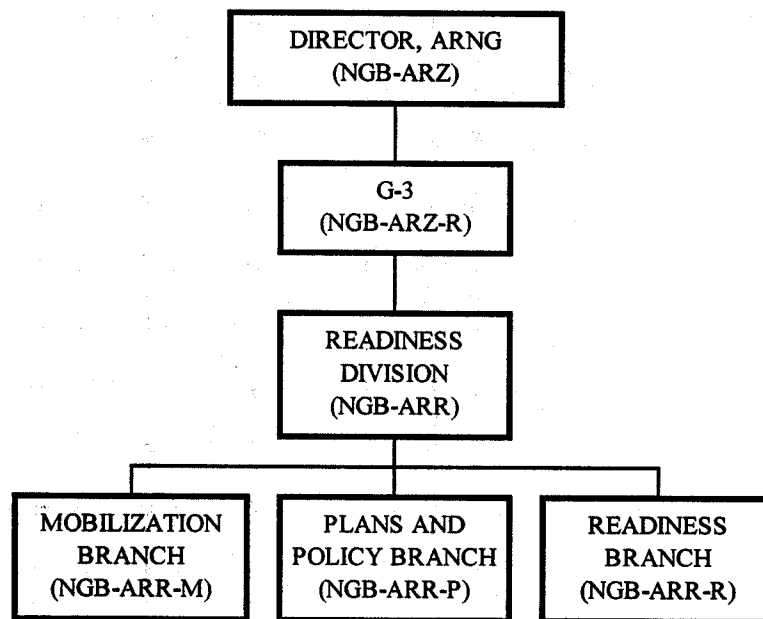


Figure 2-3.22. Army National Guard Readiness Division (NGB-ARR)

**2-3.25. 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. 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).
- b. Provides resources and guidance for Physical and Information Security for 54 States and Territories.
- c. Provides resources and guidance for Antiterrorism and Force Protection for 54 States/Territories and 25 ARNG Installations.
- d. Serves as the executive agent for the distribution of funds for the Defense Intelligence Reserve Program (DIRP) and Joint Reserve Intelligence Program (JRIP).
- e. Serves as the Program Manager for the Tactical Intelligence Program (Redtrain) and The Army Language Program (TALP).
- f. Intelligence Oversight IAW AR 381-10, US Army Intelligence Activities.
- g. Provides oversight for the management of Arms, Ammunition, and Explosives (AA&E).
- h. Provides funds for Military Support to Civil Authorities for emergencies and natural and manmade disasters to include Weapons of Mass Destruction (WMD).
- i. Serves as the communication channel for requests from DOD and federal agencies for National Guard support.
- j. Maintains a 24-hour communication capability between the States and Territories, DOD and other federal agencies.
- k. Distributes Inactive Duty Training (IDT) travel funds for the States and Territories.
- l. Provides management of Annual Training program including review and approval of Annual Training (AT) Plans.
- m. Manages and provides resources for Active Duty for Special Work (ADSW) – Title 10 program.
- n. Manages the training, readiness and funding of the Army National Guard Special Forces (ARNG SF) units.
- o. Plans, coordinates and resources the Overseas Deployment for Training (ODT) program in coordination with CINCs and component commands.
- p. Plans, coordinates and resources the Army National Guard CONUS exercise program with U. S. Joint Forces Command (USJFCOM) and FORSCOM.
- q. Administers and distributes resources for the Innovative Readiness Training (IRT) Program.
- r. Gives oversight and distributes funding for Active Component / Reserve Component Integration issues related to Integrated Divisions and the TEAMING program. Plan, coordinate and resource Information Operations (IO) support to exercises and operations.
- s. Focal point for Information Operations activities for the ARNG.
- t. Coordinate Information Operations in Homeland Support.
- u. Provides resources for special training events (i.e. Food Management, Conferences, and Special Projects) to all 54 States and Territories.

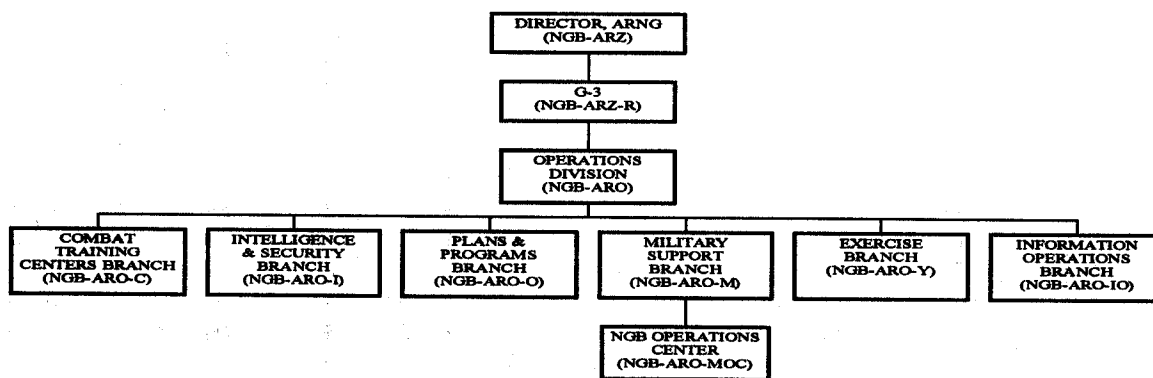


Figure 2-3.23. Army National Guard Operations Division (NGB-ARO)

**2-3.26. 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.
- l. Conducts training site requirement studies and sizes training areas to determine adequacy. Analyzes facilities ranges, and training areas.



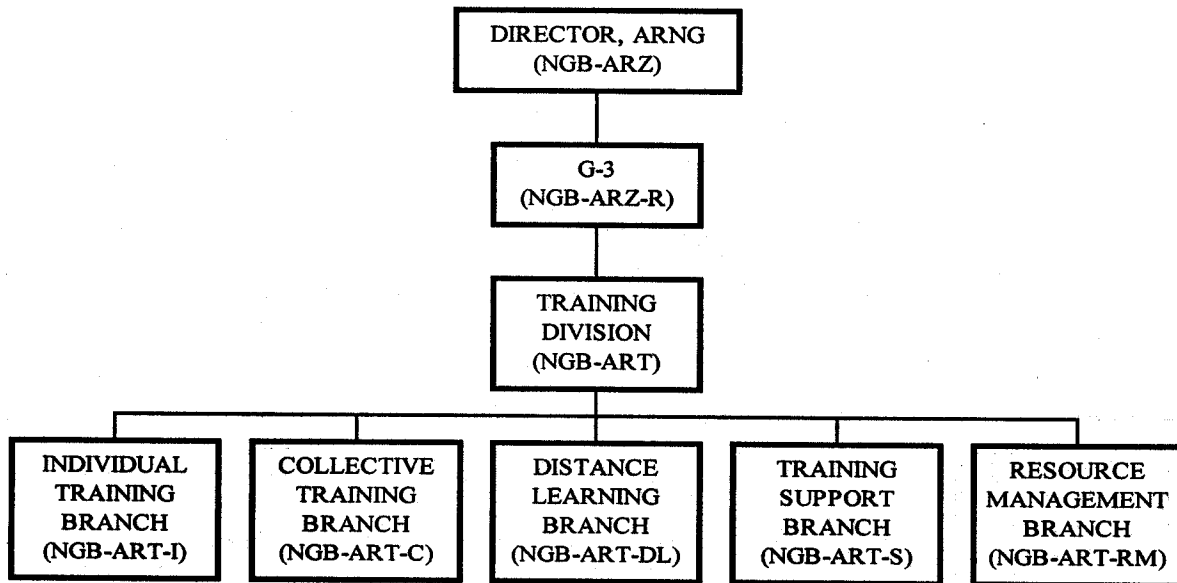


Figure 2-3.24. Army National Guard Training Division (NGB-ART)

### 2-3.27. 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.

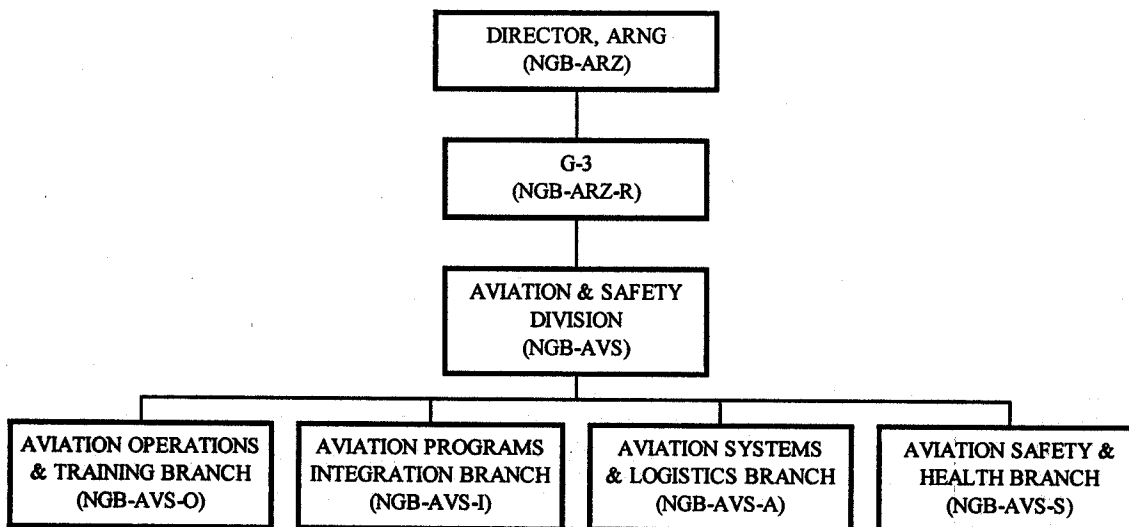


Figure 2-3.25. Army National Guard Aviation and Safety Division (NGB-AVS)

**2-3.28. 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 for the lead on Army National Guard Force Development and Requirements.
- m. Provides policy and guidance on modernization for the Army National Guard (ARNG).

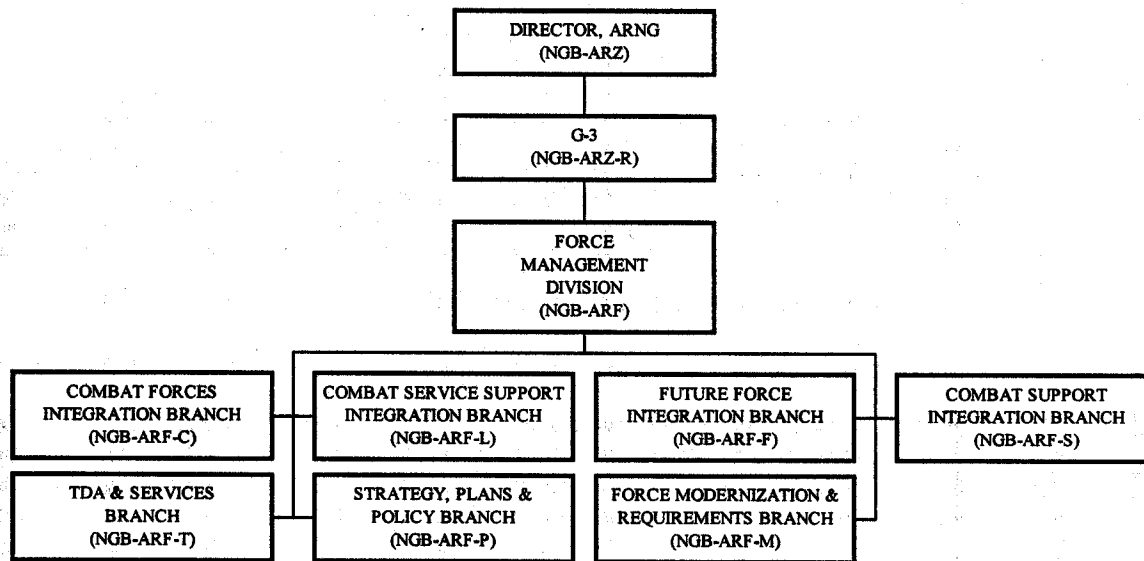


Figure 2-3.26. Army National Guard Force Management Division (NGB-ARF)

### 2-3.29. 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.

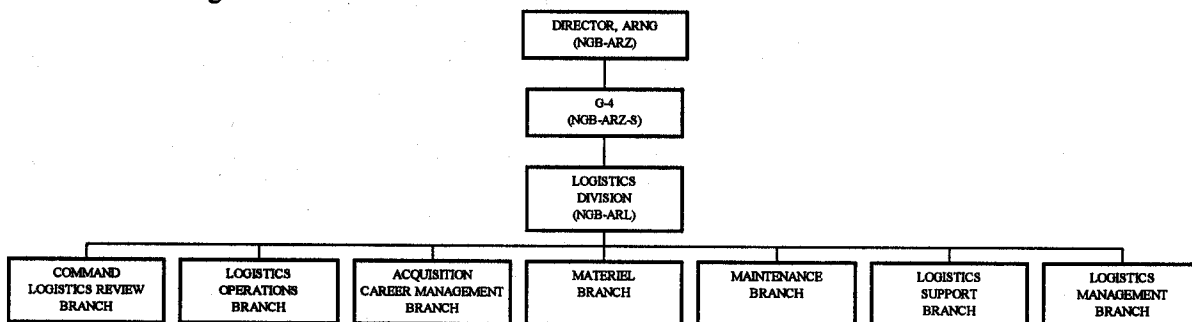


Figure 2-3.27. Army National Guard Logistics Division (NGB-ARL)

**2-3.30. 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.

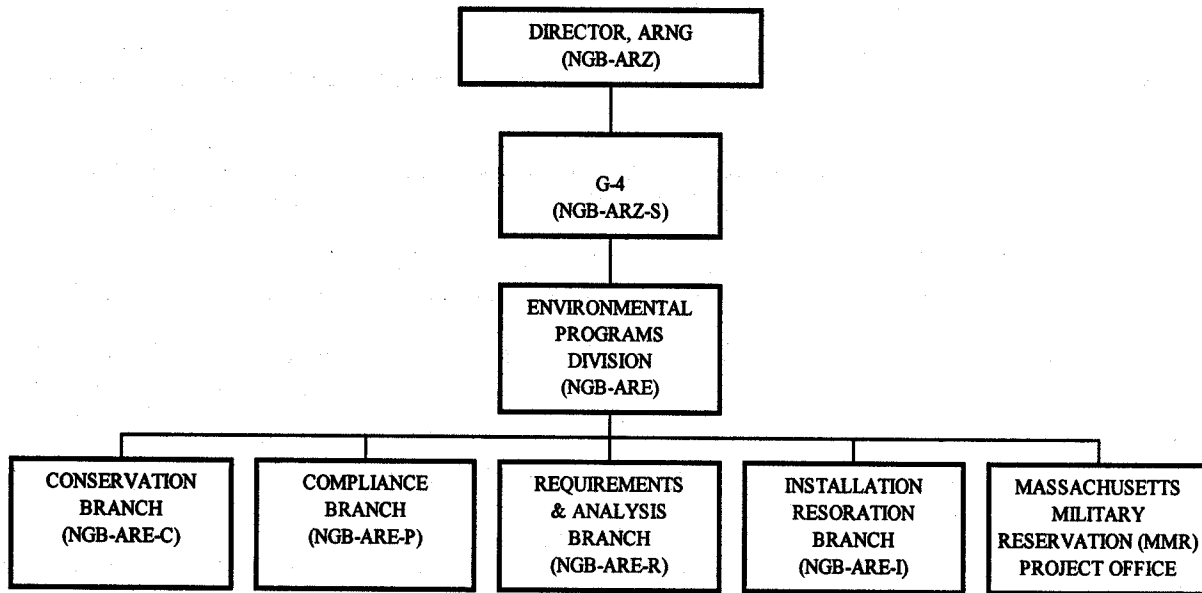


Figure 2-3.28. Army National Guard Environmental Programs Division (NGB-ARE)

**2-3.31. 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 database, 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.

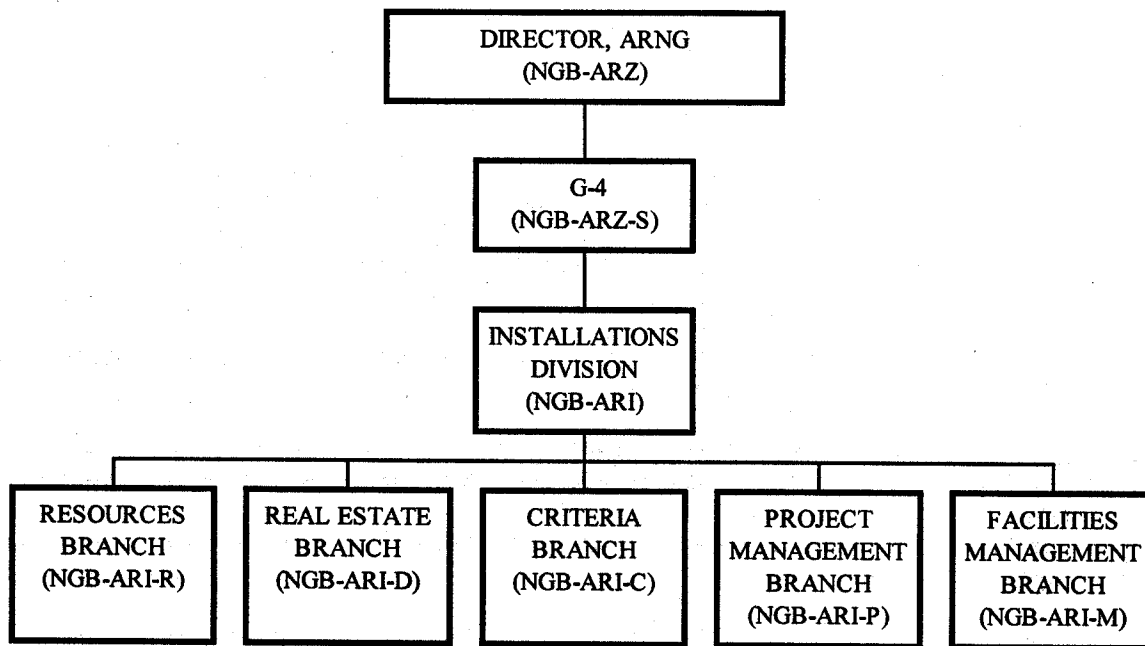


Figure 2-3.29. Army National Guard Installations Division (NGB-ARI)

### 2-3.32. Army National Guard Information Systems Division (NGB-AIS)

Provides technical assistance, data processing services, systems and data base integration as the policy proponent for Automation, Telecommunications, Visual Information, Records Management, Printing and Publications Management for the 54 States and Territories of the Army National Guard, the National Guard Bureau, the United States Property and Fiscal Office as well as other Department of the Army customers. The ARNG Information Systems Division is responsible for performing the following functions:

#### a. Automation

- (1) Develops and coordinates automation plans and policies pertaining to the ARNG.
- (2) Assists ARNG Information Management Officers (IMO) and State Deputy Chief of Staff for Information Management (DCSIMs)/Data Processing Installation (DPIs) to determine, document, and justify Automatic Data Processing (ADP), Automated/Automatic Data Processing Equipment (ADPE) and Otoacoustics Emissions (OAE) architecture.
- (3) Evaluates, analyzes, validates, prioritizes, and recommends ARNG ADP and ADPE requirements using existing acquisition strategy and procedures for approved architecture systems.
- (4) Develops and administers the current and budget year automation programs.
- (5) Provides automation requirements input for the POM.
- (6) Tracks, evaluates, and analyzes current year budget execution for all fifty-four DCSIM and DPI automation accounts IAW plans and policy.
- (7) Supports States in their program and budget requirements for DCSIMs/DPIs Information Systems.
- (8) Provides both local and Army National Guard-wide operating system and teleprocessing mainframe software support.
- (9) 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.

- (10) Implements new releases of the operating system software received.
- (11) Ensures that the operating system software, teleprocessing software, and data sets are properly safeguarded by timely backup procedures.
- (12) Monitors and evaluates system performance to ensure timely modifications and enhancements.
- (13) Performs research and development of sponsored software products to provide highest availability, reliability and throughput.
- (14) Evaluates proprietary software products for possible acquisition and utilization by the Army National Guard.
- (15) Operates and/or maintains the hardware used in providing computer and ADPE services 24 hours a day, 7 days a week.
- (16) Operates and maintains the computer system and related peripherally equipment on a 24 hours/day, seven days/week schedule.
- (17) Evaluates proposals for and recommends changes and/or modifications to existing hardware in order to improve operations and meet data processing requirements.
- (18) Maintains technical library of executive software, publications, books, manufacturer's materials, and internal publications.
- (19) Provides overall project management for the OPR on all ARNG headquarters systems, in the Design Phase, Milestone 2, and the Development Phase, Milestone 3.
- (20) Assists the functional user in developing/updating the functional requirements and specifications of ARNG headquarters systems. In accordance with Life Cycle Management during the Concept Development Phase (Milestone 0 and 1).
- (21) Performs program maintenance on the approved baseline of ARNG headquarters systems.
- (22) Provides a central data repository system and tools to aid in software engineering, and the re-targeting applications to the ARNG Database Management System and/or Software (DBMS) environment.

b. Visual Information

- (1) Manages and operates the Video Teleconferencing Studio located at the ARNGRC.
- (2) Manages and enforces Visual Information (VI) policies ensuring compliance by ARNG.
- (3) Provides technical assistance to ARNGRC, Visual Information Program Manager (PM), and the States/Territories on VI planning, policy and operational activities. This includes identifying, establishing, and validating VI requirements.
- (4) Interprets, integrates and implements DOD/Army website and visual information regulations and policies for all ARNG organizations.
- (5) Develops and coordinates website and visual information training requirements for the ARNGRC and States.

c. Telecommunications

- (1) Reviews and validates communications budgets request from States and Territories.
- (2) Manages the ARNGRC telecommunication budget.
- (3) Develops and coordinates telecommunications plans and policies pertaining to the ARNG.
- (4) Validates and provides all telecommunications requirements in the ARNGRC for telephones (desk and mobile), pagers, etc, under provisions set by Defense Telecommunications Systems-Washington (DTS-W).
- (5) Receives and validates circuit and other communication service requests.
- (6) Manages and formulates goals, objectives and policies for the Defense Message System (DMS) and the Telecom Information Architecture for the ARNG.
- (7) Provides technical assistance to ARNGRC and the States data, voice, and video communications and network engineering planning, policy and operational activities. This includes identifying, establishing, and validating network requirements.
- (8) Operates, maintains, and provides daily management services for the Local Area Network (LAN) for the ARNGRC and serves as Network Communications Systems (NCS) for local and wide-area high-speed serial communications.
- (9) Provides network communications policy for wide area network serving the National Guard Bureau.
- (10) Performs all teleprocessing software maintenance and upgrades for NGB-AIS, and provides central support for all sponsored teleprocessing software to include testing, installing, maintaining, and exporting.
- (11) Provides Army National Guard-wide problem determination for teleprocessing and related user defined abnormalities.
- (12) Provides user support and hardware teleprocessing services in a coordinated effort to maintain a defined set of service levels for all NGB-AIS users.

d. Information Security

- (1) Establishes and publishes policies for the execution of information systems security for the ARNG.
- (2) Provides 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, and NGB security regulations.
- (3) Reviews, develops, implements, and executes all ARNG Communications Security (COMSEC) programs as required by DOD, DA, and NGB. Acts as principal POC for COMSEC and Transient Electromagnetic Pulse Emanation Surveillance Technology (TEMPEST) issue.
- (4) Identifies and establishes information systems security requirements architecture for ARNG.
- (5) Acts as master security control administrator for all security software implemented on the ADP system.

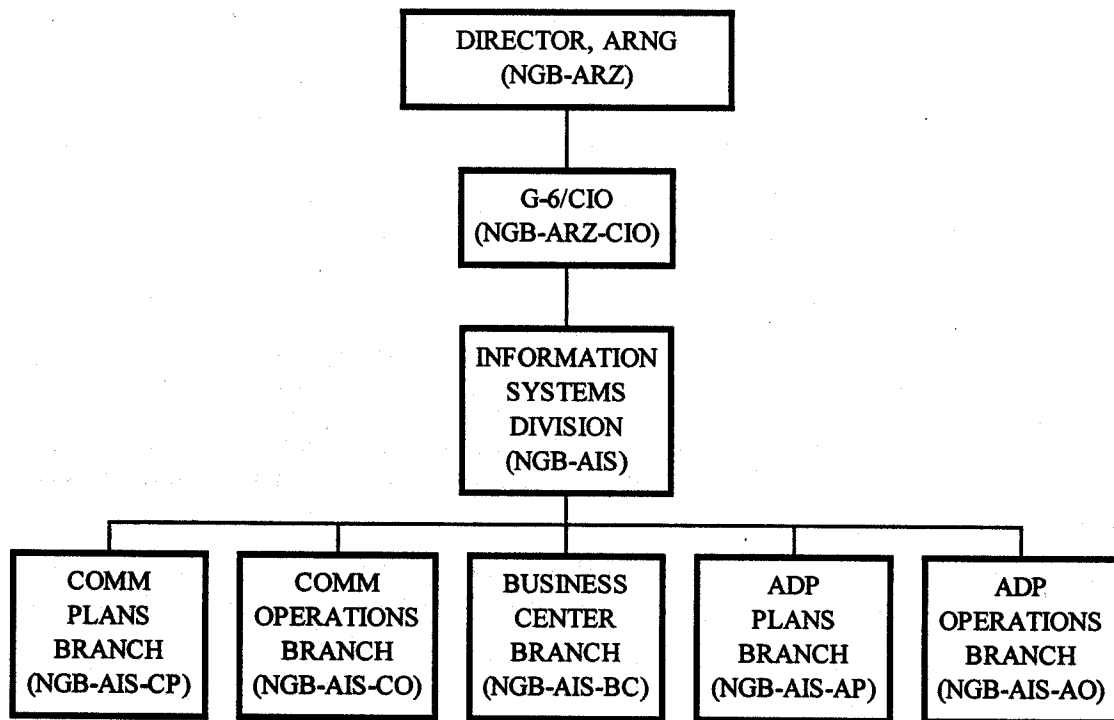


Figure 2-3.30. Army National Guard Information Systems Division (NGB-AIS)

Section IV  
Air National Guard Directorate

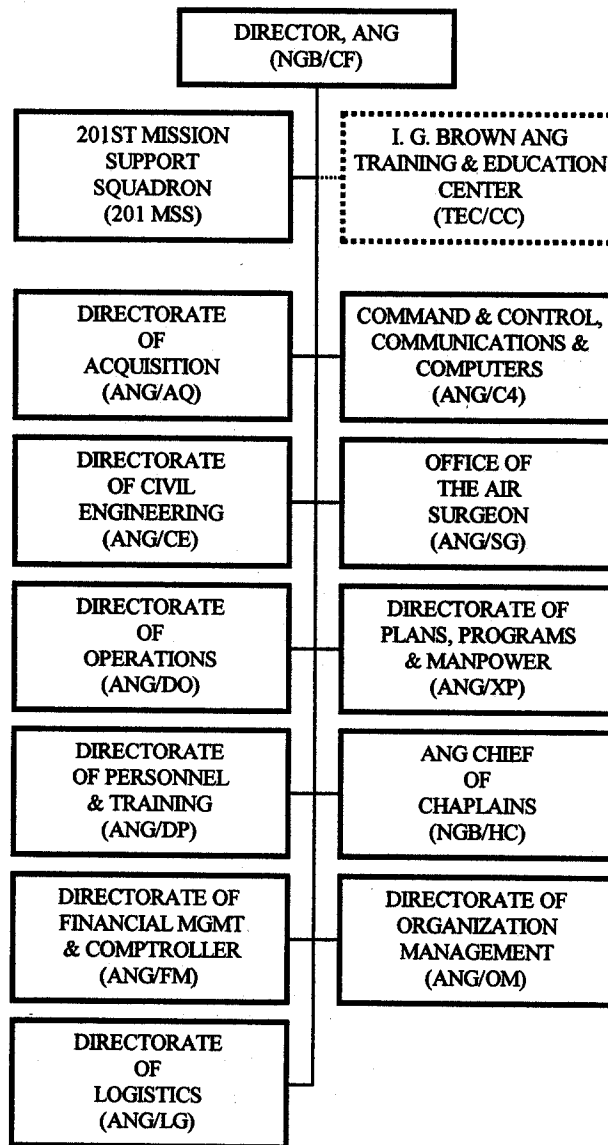


Figure 2-4.1. Air National Guard Directorate (NGB/CF)

**2-4.1. Director, Air National Guard (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.

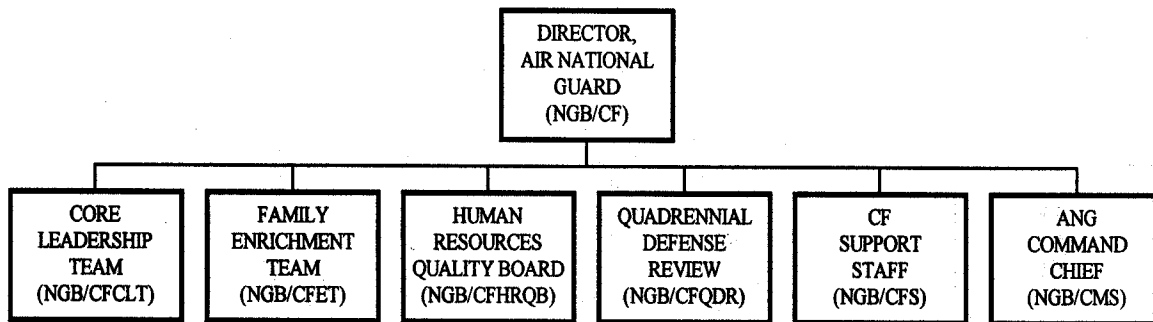


Figure 2-4.2. Director Air National Guard (NGB/CF)

**2-4.2. Air National Guard 201st Mission Support Squadron (201 MSS)**

Provides headquarters with the support and services required to maintain their internal activities. The ANG 201<sup>st</sup> 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 Headquarters Air National Guard (HQ ANG).
- 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 HQ ANG, 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. Provides protocol support, including conference room scheduling, government vehicle use, distinguished visitors and planning for retirement or promotion ceremonies.

g. Ensures the safety of all ANG personnel in their workplace.

h. Provides supply and recycling support to HQ ANG.

i. Provides telecommunications support to HQ ANG, including pagers and cell phones, as well as managing building security and communication issues.

j. Provides graphic support to HQ ANG ranging from photo opportunities to engraving to computer imaging and a myriad of associated requirements for conferences and special events.

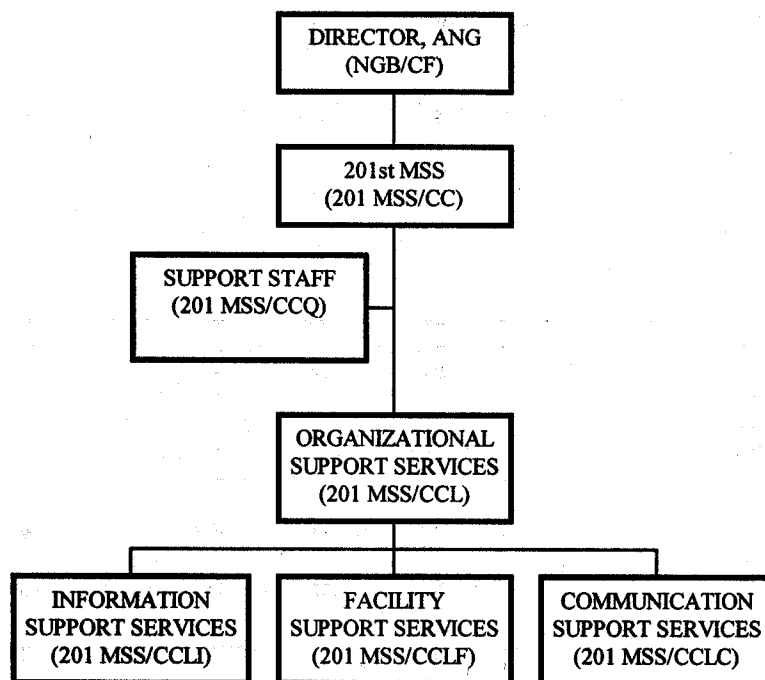


Figure 2-4.3. Air National Guard 201st Mission Support Squadron (201 MSS)

**2-4.3. Air National Guard Directorate of Acquisition (ANG/AQ)**

Responsible to the Director, Air National Guard (ANG) for the acquisition and modification of fighter, reconnaissance, bomber, rescue, special mission, airlift aircraft, and training systems, and for the test and evaluation of those systems, to ensure the ANG is equitably equipped and modernized to be fully capable of meeting its Total Force tasking. The ANG Directorate of Acquisition is responsible for performing the following functions:

- a. Gather, validates, coordinate, and document requirements for new systems and modifications to existing systems and equipment.
- b. 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.
- c. 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.
- d. Coordinate testing and evaluation of mission enhancements with Guard, Active Duty, Joint, and Defense testing agencies.
- e. Monitors Active Duty and Joint acquisition programs modernizing.
- f. 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.
- g. Articulates ANG modernization requirements to the Air Staff, OSD, and Congress.
- h. 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.
- i. Develops and coordinates program acquisition strategies including production, delivery, funding and fielding.
- j. 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).

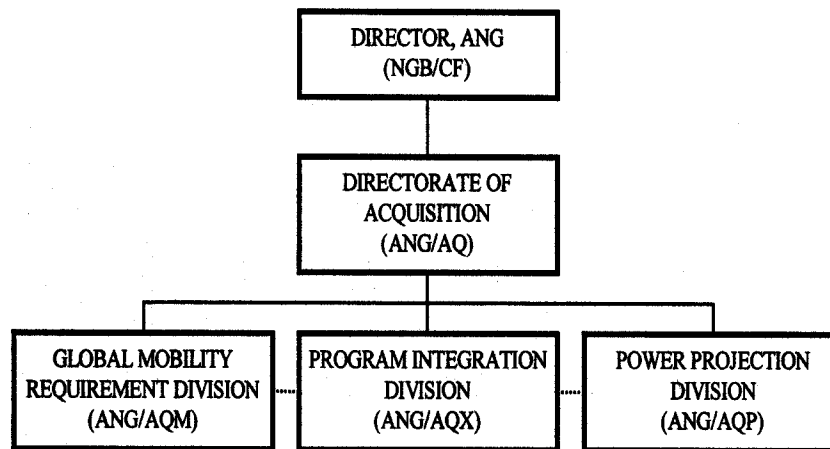


Figure 2-4.4. Air National Guard Directorate of Acquisition (ANG/AQ)

**2-4.4. 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.

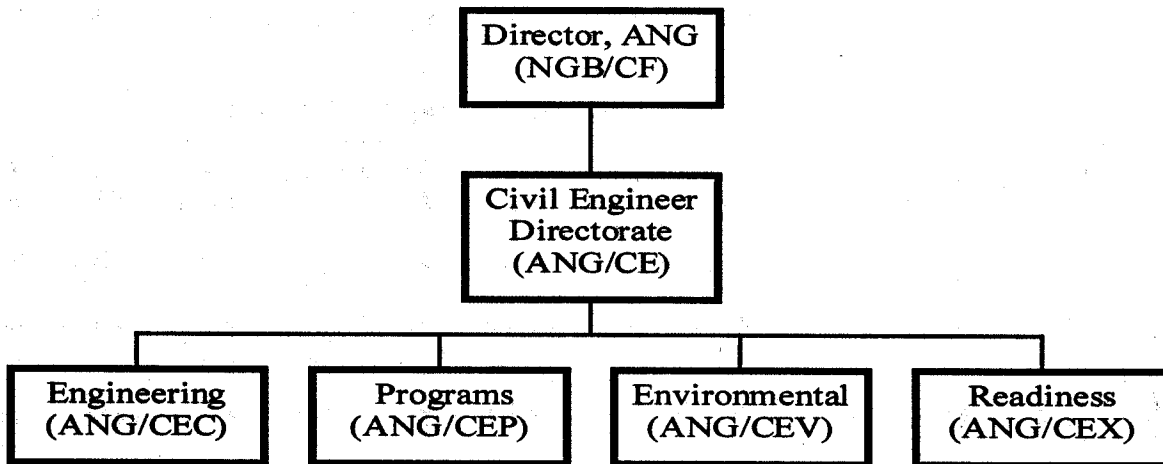


Figure 2-4.5. Air National Guard Civil Engineer Directorate (ANG/CE)

**2-4.5. Air National Guard Operations Directorate (ANG/DO)**

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.

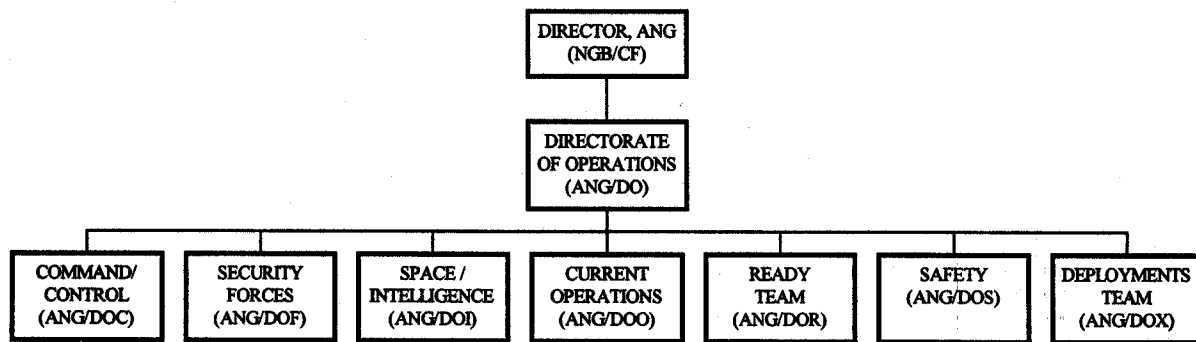


Figure 2-4.6. Air National Guard Operations Directorate (ANG/DO)

#### 2-4.6. 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) 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.
- (4) Manages those programs that develop the military workforce, provides career opportunities and meets individual needs.
- (5) 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.
- (6) Manages and develops policies, procedures and guidance for the ANG Active Guard/Reserve (AGR) program.
- (7) Ensures ANG control grade issues are managed according to congressional ceilings and guidance.
- (8) Represents the ANG personnel community during the planning and execution of all ANG deployments conducting personnel accountability.
- (9) Supports wartime operations, Smaller-Scale Contingencies (SSCs), Expeditionary Aerospace Force (EAF), and humanitarian missions.
- (10) Operates as the Personnel Response Cell of the ANG Crisis Action Team during contingencies, emergencies, and JCS exercises.
- (11) Serves as the focal point for all personnel policy issues pertaining to ANG personnel.
- (12) Reviews and provides input to all congressional and legislative issues to include the Unified Legislation and Budgeting (ULB) process.

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

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

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

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

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

#### 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 ANG HQ 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.

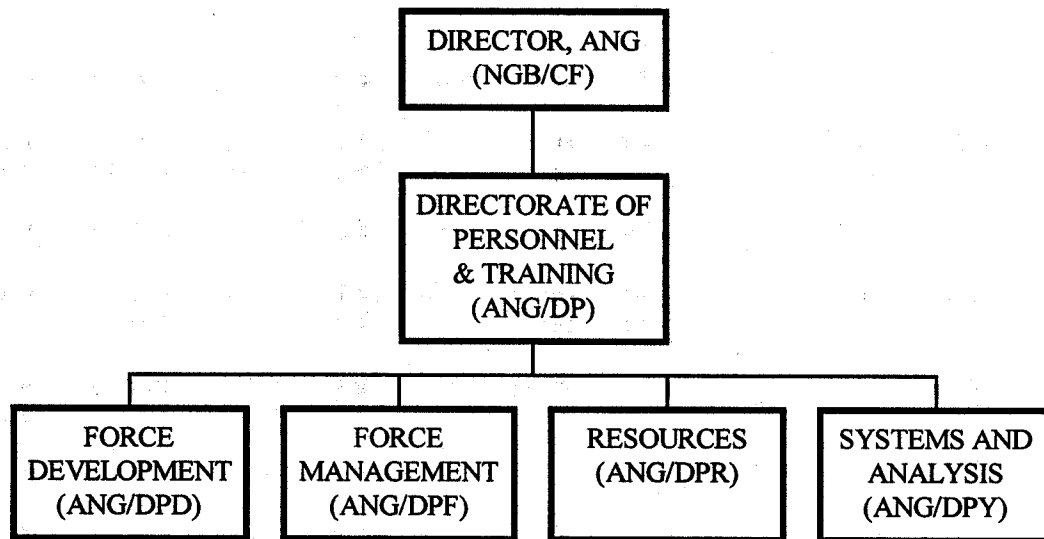


Figure 2-4.7. Air National Guard Directorate of Personnel and Training (ANG/DP)

#### 2-4.7. 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.

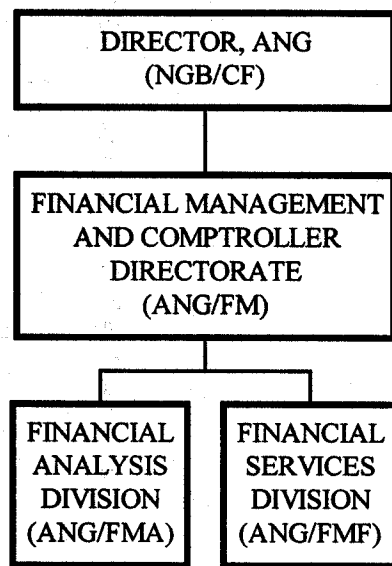


Figure 2-4.8. Air National Guard Financial Management and Comptroller Directorate (ANG/FM)

**2-4.8. 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.

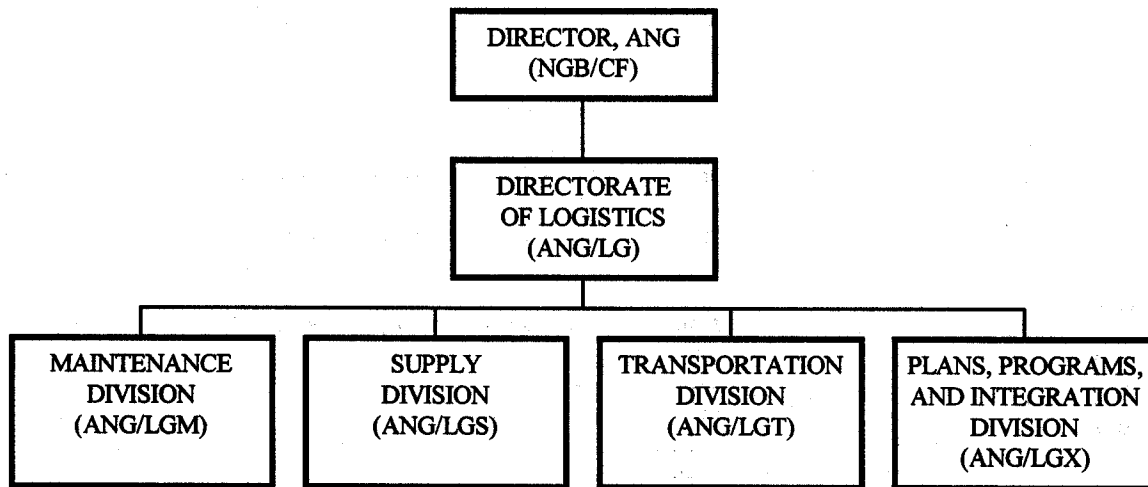


Figure 2-4.9. Air National Guard Logistics Directorate (ANG/LG)

#### 2-4.9. 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 ANG HQ 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. Develops 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.
- i. Provides support to the ANG Chief Information Officer.

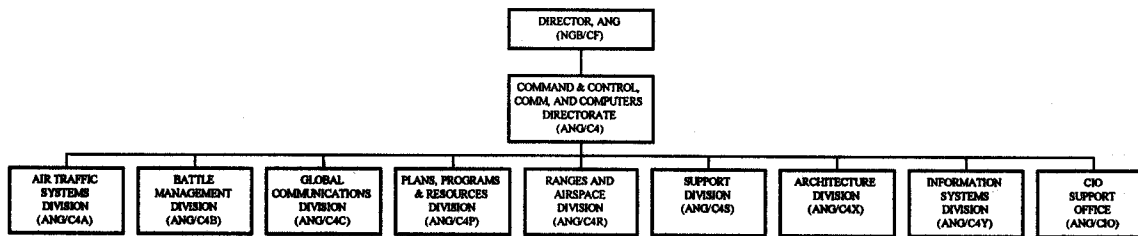


Figure 2-4.10. Air National Guard Command and Control, Communications, and Computers Directorate (ANG/C4)

**2-4.10. 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.

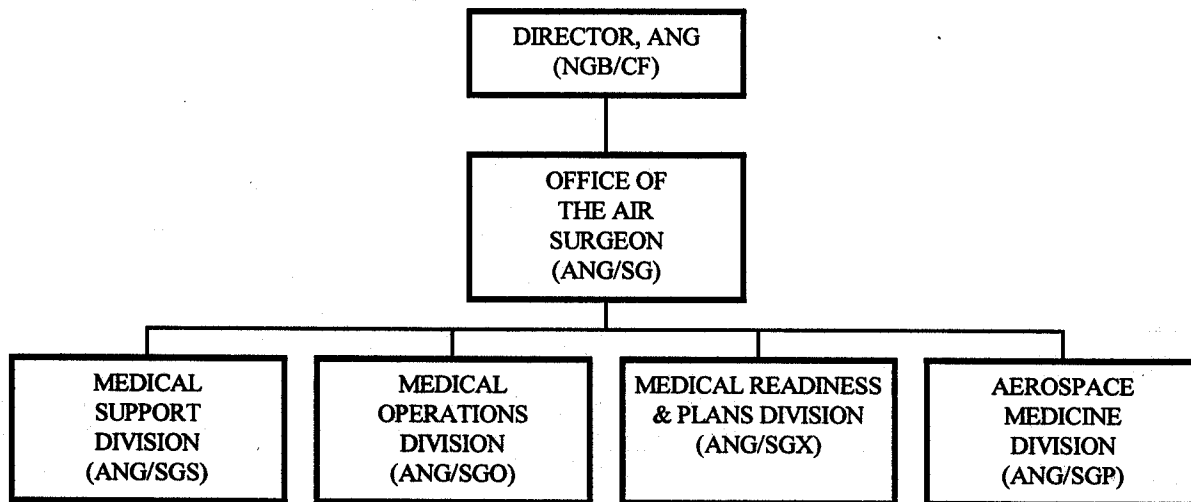


Figure 2-4.11. Air National Guard Office of the Air Surgeon (ANG/SG)

#### 2-4.11. 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. Form collaborative partnership with the States, Air Staff, and functional managers to integrate aviation and support units into deliberate and crisis action planning.
- c. Ensure ANG training, mobilization, and war fighting perspective are incorporated into all levels of doctrine and policy.
- d. 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.
- e. Conduct analysis and evaluation of the wartime requirements.
- f. Source ANG force structure to meet war fighting CINC combat capability requirements.
- g. Integration of the Air National Guard into the DOD Planning, Programming, and Budgeting System.
- h. Assessment of Federal planning and programming guidance and adjustment of ANG resource allocation to support Federal tasking.
- i. Conducting long-range force structure planning for the ANG to meet Federal and State mission requirements.
- j. Preparing Air National Guard Program Objective Memorandum and Budget Estimate inputs.
- k. Reviewing financial plans.
- l. Directing the ANG Corporate Process and representing the ANG in the Air Force Corporate Process.
- m. Advising ANG, AF, Joint Staff, and OSD leadership and Congressional staffs regarding ANG combat force

operations, modernization, sustainment, and readiness issues.

n. Initial allocation, computation and changes to manpower resources and civilian work years for each fiscal year.

o. Engineering Standards, re-engineering studies intended to save manpower. Responsible for the ANG suggestion program, which saves the guard money every year.

p. 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.

q. 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.

r. 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.

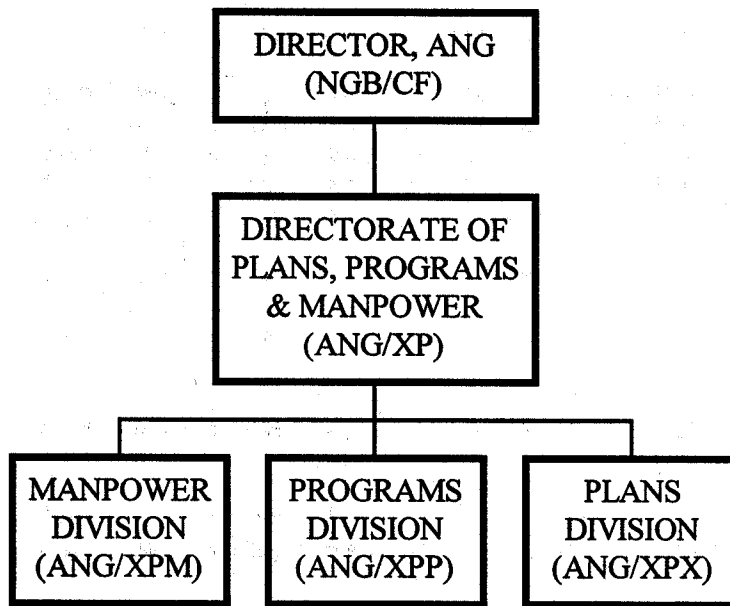


Figure 2-4.12. Air National Guard Directorate of Plans, Programs, and Manpower (ANG/XP)

**2-4.12. 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.

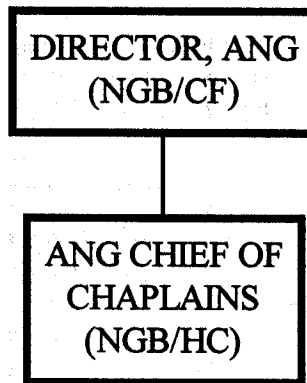


Figure 2-4.13. Air National Guard Chief of Chaplains (NGB/HC)

#### 2-4.13. 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.

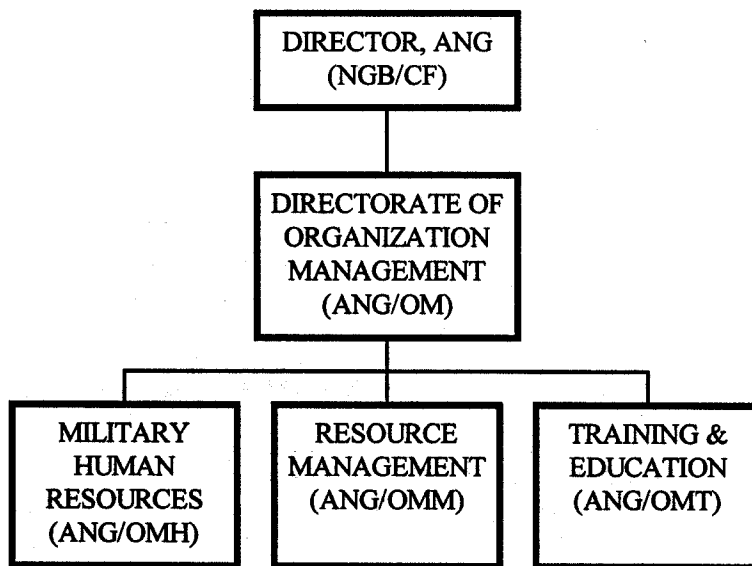


Figure 2-4.14. Air National Guard Directorate of Organization Management (ANG/OM)

**2-4.14. 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/liason 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/liason 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.

1. Through subordinates and staff of the Training and Education Development Branch responsible for development of innovative curriculum in traditional and alternative formats.

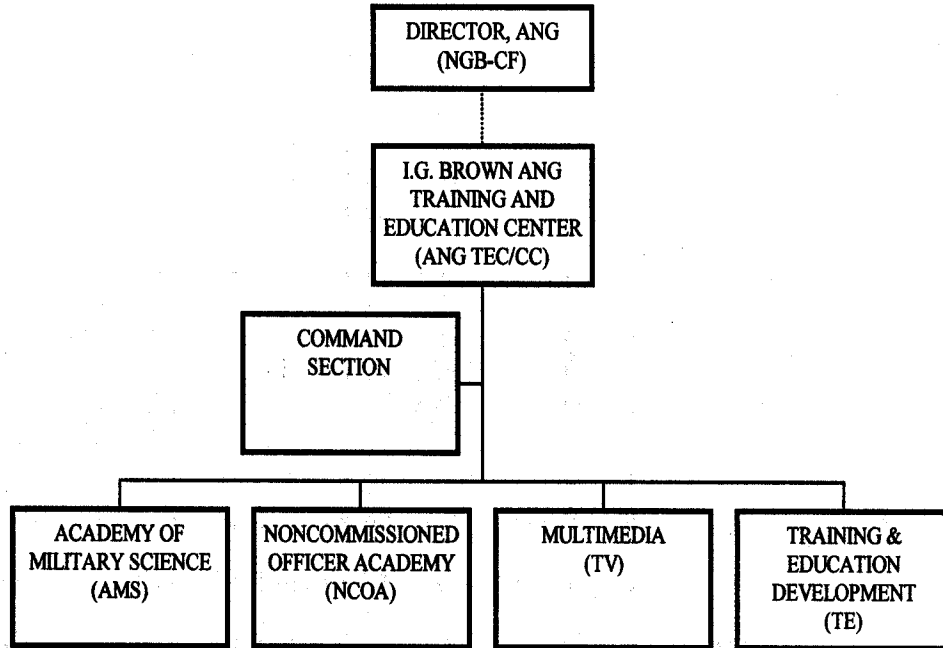


Figure 2-4.15. I. G. Brown Air National Guard Training and Education Center (ANG TEC/CC)

**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/AQ**  
ANG Directorate of Acquisition

**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

**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

**MOB**  
Mobilization

**MOS**  
Military Occupational Specialty  
**MOU**  
Memorandum of Understanding

**MPF**  
Military Personnel Flights

**MRAC**  
Mobilization Readiness  
Advisory Council

**MRR**  
Monthly Readiness Review

**MSCA**  
Military Support to Civil  
Authorities

**NATO**  
North Atlantic Treaty  
Organization

**NCA**  
National Command Authority

**NCO**  
Noncommissioned Officer

**NCOA**  
Noncommissioned Officers  
Academy

**NCOES**  
Noncommissioned Officer  
Educational System

**NCR**  
National Command Regional

**NCS**  
Network Communication  
Systems

**NCSA**  
Non-commercial Sustaining  
Announcements

**NET**  
New Equipment Training

**NG**  
National Guard

**NG2**  
National Guard 2

**NGB**  
National Guard Bureau

**NGB-AIS**  
ARNG Information Systems  
Division

**NGB-AQ**  
NGB Acquisition

**NGB-ARA**  
ARNG Programs, Analysis and  
Evaluation Division

**NGB-ARC**  
ARNG Comptroller Division

**NGB-ARC-BE**  
ARNG Comptroller Division,  
Execution Branch

**NGB-ARE**  
ARNG Environmental Programs  
Division

**NGB-ARF**  
ARNG Force Management  
Division

**NGB-ARH**  
ARNG Human Resources Policy  
and Programs Division

**NGB-ARI**  
ARNG Installations Division

**NGB-ARL**  
ARNG Logistics Division

**NGB-ARM**  
ARNG Full-time Support  
Division

**NGB-ARO**  
ARNG Operations Division

**NGB-ARP**  
ARNG Personnel Division

**NGB-ARR**  
ARNG Readiness Division

**NGB-ARS**  
ARNG Office of the Chief  
Surgeon

**NGB-ART**  
ARNG Training Division

**NGB-ARZ**  
Director, Deputy Director, and  
Personal Staff, ARNG

**NGB-ARZ-CH**  
ARNG Office of the Chief of  
Chaplains

**NGB-ARZ-CHR-D**  
Diversity Initiatives/E Office

**NGB-ARZ-D**  
ARNG Chief of Staff

**NGB-ARZ-DF**  
ARNG Installation Support  
Office

**NGB-ARZ-DI**  
ARNG Performance Assessment  
Office

**NGB-ARZ-DP**  
ARNG Productivity  
Improvement Office

**NGB-ARZ-DPM**  
ARNG Provost Marshall Office

**NGB-ARZ-DRM**  
ARNG Resource Management  
Office

**NGB-ARZ-DS**  
ARNG Secretary of the General  
Staff

**NGB-ARZ-FM**  
Force Modernization Office

**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/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-YP**  
NGB Youth Programs

**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

**OMB**

Office of Management and Budget

**OMNG**

Operations and Maintenance National Guard

**ONDCP**

Office of National Drug Control Policy

**OPA**

Other Procurement Army

**OPLAN**

Operation Plan

**OPM**

Office of Personnel Management

**OPMS**

Officer Personnel Management System

**OPR**

Office of Primary Responsibility

**OPTEMPO**

Operating Tempo

**ORD**

Operational Requirements Document

**ORI**

Operational Readiness Inspections

**OSA**

Operational Support Airlift

**OSAA**

Operational Support Airlift Agency

**OSACOM**

Operational Support Airlift Command

**OSD**

Office of the Secretary of Defense

**OTSG**

Office of the Surgeon General

**OWCP**

Office of Workers Compensation Programs

**PA**

Privacy Act

**PACOM**

U. S. Pacific Command

**PAM**

Program Account Managers

**PBAC**

Program Budget Advisory Committee

**PBAS**

Program Budget and Accounting System

**PBC**

Program Budget Committee

**PBD**

Program Budget Decision

**PCIH**

Personnel Concept III

**PCS**

Permanent Change of Station

**PEB**

Physical Evaluation Board

**PEC**

Professional Education Center

**PEG**

Program Evaluation Group

**PIMS**

Peace Information Management System

**PIPER**

Performance Improvement Program through Evaluation and Review

**PM**

Program Manager

**PMO**

Project Management Office

**POC**

Point of Contact

**POM**

Program Objective Memorandum

**PPBES**

Planning, Programming, Budgeting, and Execution System

**PPBS**

Planning, Programming, and Budgeting System

**PRESBUD**

President's Budget

**PROBE**

Program Optimization and Budget Evaluation

**QAPR**

Quarterly Army Performance Review

**QDR**

Quadrennial Defense Review

**RAPIDS**

Real-time Automated Personnel Identification System

**RC**

Reserve Component

**RCAS**

Reserve Component Automation System

**RCCC**

Reserve Component Coordination Council

**RCCPDS**

Reserve Components Common Personnel Data Systems

**RCE**

Reserve Component Employment

**RFO**

Request for Orders

**RFPB**

Reserve Forces Policy Board

**RMM**

Resource Management Model

**ROTC**

Reserve Officer Training Corps

**RPOM**

Real Property Operations and Maintenance

**RRF**

Recruiting and Retention Force

**SAF/FM**

Office of the Secretary of the Air Force Financial Management

**SAFM-FO**

Secretary of the Army Financial Management Fiscal Operations

**SAMAS**

Structure and Manpower Accounting System

**SASO**

Stabilization and Support Operations

**SB**

Separate Brigade

**SECARMY**

Office of the Secretary of the Army

**SF**

Special Forces

**SFOR**

Stabilization Force

**SGS**

Secretary of the General Staff

**SIPRNET**

Secure Internet Protocol Routed Network

**SITREP**

Situation Report

**SLO**

Supply Liaison Officer

**SME**

Subject Matter Expert

**SOUTHCOM**

U. S. Southern Command

**SOW**

Statement of Work

**SPIRS**

State Performance Indicator Reporting System

**SPP**

State Partnership Program

**SPS**

Standard Procurement System

**SSC**

Smaller-Scale Contingencies

**SSC**

Staff Support Conference

**STANFINS**

Standard Financial System

**STARC**

State Area Command

**STP**

Soldier Training Publication

**TAA**

Total Army Analysis

**TAADS**

The Army Authorizations Documenting System

**TAFCOS**

The Army Force Cost System

**TAG**

The Adjutant General

**TALP**

The Army Language Program

**TAP**

The Army Plan

**TAQ**

Total Army Quality

**TDY**

Temporary Duty

**TEC/CC**

ANG Training and Education Center

**TEMPEST**

Transient Electromagnetic Pulse Emanation Surveillance Technology

**TEP**

Theater Engagement Plan

**THREATCONS**

Terrorist Threat Conditions

**TRADOC**

Training and Doctrine Command

**TTEC**

Testing, Training and Exercising Programs

**UCMJ**

Uniform Code of Military Justice

**UIC**

Unit Identification Code

**UIF**

Unfavorable Information File

**ULB**

Unified Legislation and Budgeting

**ULO**

Unliquidated Obligation

**UMD**

Unmatched Disbursements

**USAAA**

U. S. Army Audit Agency

**USACHCS**

U. S. Army Chaplains Center  
and School

**WMD**

Weapons of Mass Destruction

**USAF**

U. S. Air Force

**201 MSS**

ANG 201<sup>st</sup> Mission Support  
Squadron

**USAFA**

U. S. Air Force Academy

**USAFAA**

U. S. Air Force Audit Agency

**Section II**

**Terms**

There are no entries in this  
section.

**USAPAT**

United States Army Priority Air  
Transport

**Section III**

**Special Abbreviations and  
Terms**

There are no entries in this  
section.

**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

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Lieutenant General, USAF  
Chief, National Guard Bureau

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MICHAEL S. MILLER  
Colonel, USAF  
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