# CHIEF NATIONAL GUARD BUREAU MANUAL

## DOD GOVERNANCE MEETING PROCEDURAL GUIDANCE

References:  See Enclosure J.

1. <u>Purpose</u>.  This manual provides procedural guidance for preparing Principals representing the National Guard Bureau (NGB) during Department of Defense (DoD) governance meetings in accordance with (IAW) references a through q.

2. <u>Cancellation</u>.  None.

3. <u>Applicability</u>.  This manual applies to the NGB.

4. <u>Procedures</u>.  See Enclosures A through I.  Procedures in this manual are the minimum requirements.  Additional procedures may be implemented by National Guard Joint Staff (NGJS) Directorates or other organizations that facilitate preparation for NGB Principals attending governance meetings.

5. <u>Summary of Changes</u>.  This is the initial publication of CNGBM 5052.01.

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

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7. <u>Effective Date</u>.  This manual is effective upon publication and must be reissued, cancelled, or certified as current every five years.

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Enclosures:

    A -- DoD Governance Meeting Battle Rhythm
    B -- Types of DoD Governance Meetings, Frequency, and Agendas
    C -- Governance Meeting Tasking Process
    D -- Accessible Governance Meeting Documents Availability
    E -- Coordination Sheet and Other Products
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    G -- Governance Meeting Responsibilities
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ENCLOSURE A

DOD GOVERNANCE MEETING BATTLE RHYTHM

1.  <u>DoD Governance Meeting Battle Rhythm</u>.

    a.  <u>Types of Governance Meetings</u>.  DoD governance meetings include the: Secretary's Leadership Council (SLC), Deputy's Management Action Group (DMAG), 3-Star Programmers,  Strategic Seminar Series (SSS), the Joint Chiefs of Staff (JCS) also known as JCS TANK meetings, and Operations Deputies (OPSDEPS) also known as OPSDEPS TANK meetings.  Enclosure B provides additional information regarding the SLC, DMAG, 3-Star Programmers, SSS and JCS TANK and OPSDEPS governance meetings.  This manual and reference a provide governance meeting objectives and identify NGB-designated governance meeting primary and alternate attendees.

    b.  <u>National Guard (NG) Joint Actions Control Office (NG-JACO) Joint Integration and Coordination (JIC) Division (NG-JACO-JIC)</u>.  NG-JACO-JIC is responsible for coordinating with the Office of the Secretary of Defense (OSD), the Joint Staff (JS), the Services, the Office of the Chief of the National Guard Bureau, NGJS, the Army National Guard (ARNG) and the Air National Guard (ANG) to effectively track DoD governance meetings from initiation to completion per reference a.  In order to coordinate NGJS Directorates successfully preparing for and supporting each governance meeting when tasked, NG-JACO-JIC maintains two sections:

        (1)  <u>Future Governance Coordination</u>.  The Future Governance Coordination section is responsible for all administrative actions for each governance meeting topic, from initiation until 72 hours prior to the actual meeting (minus the distribution of meeting invitations).

        (2)  <u>Current Governance Coordination</u>.  The Current Governance Coordination section is responsible for administrative actions for each governance meeting topic 72 hours prior to the actual meeting until the NGB Principal's notes are archived (including the distribution of meeting invitations).

    c.  <u>Meeting Topics Calendar</u>.  In order to ensure the NGJS effectively prepares NGB Principals for DoD governance meetings, NG-JACO-JIC maintains a consolidated meeting topics calendar on a Guard Knowledge Online (GKO) SharePoint portal site (this site also contains JCS scheduled JCS TANK and OPSDEPS Executive Sessions described elsewhere in the manual).

    d.  <u>Other Responsibitlities</u>.  NG-JACO-JIC coordinates the NGB Principal's attendance with support staffs; selects the NGJS Office of Primary

Responsibility (OPR) and NGJS Office(s) of Coordinating Responsibility (OCR); distributes and notifies the NGJS OPR and NGJS OCRs on topic slide availability; coordinates topic preparatory and debrief sessions; contacts other Service JACOs to exchange topic viewpoints if necessary; distributes preparatory and debrief session invitations to the NGJS OPR and NGJS OCRs and the ARNG Secretariat of the General Staff (SGS) JACO and ANG CCXA workflow managers who subsequently invite their respective action officers (AO) as necessary; assists the OPR with building briefing binders; and retrieves for archiving purposes, the NGB Principal's notes captured during the governance meeting following the topic debriefing session.

2. <u>Governance Meeting Preparation Process</u>.

    a. Initial meeting information includes meeting date, time, and topic. Expect initial topic information to change. Topic dates may be pushed back or accelerated on short notice; topics may be postponed, suddenly cancelled, or reinitiated days after being cancelled.

    b. Slides or other read-ahead (RAH) materials may not be available for AO review before the NGB Principal preparatory session. The RAH material may be provided to the NGB Principal at the meeting. This is referred to as a "table drop." Changes to slides or RAH materials may occur prior to, during, and after the preparatory session with the NGB Principal, up to the start of the governance meeting and potentially during the governance meeting.

    c. Classification of topic materials, alternate compensatory control measures (ACCMs) and caveats, including "Limited Distribution," "Eyes Only," or "Pre-Decisional" generate additional constraints such as read-in requirements, the inability to produce additional copies, or requiring the AO to review materials at the NG-JACO-JIC office.

3. <u>Keys to Success</u>. Flexibility and proactively coordinating between AOs as well as NGJS senior leadership engagement are keys to successfully preparing the NGB Principal for governance meeting topics.

4. <u>Desired End Result</u>. The desired result is a coordinated NG position where all stakeholder perspectives are considered and represented.

5. <u>Figure 1</u>. Figure 1 depicts the generally accepted notification process; coordination process; and, preparation, meeting and post meeting activities, as well as the length of time desired for execution. Items in Figure 1 without a flow chart connecting arrow/line depict items performed by NG-JACO-JIC or others independent of NGJS OPRs and NGJS, ARNG, and ANG OCRs. The flow chart does not contain a Post-Debrief step but a Post-Debrief may be conducted by the attending NGB Principal.

**Notification Process (45 DAYS)**

JIC Updates GKO Portal every 2 weeks to maintain 45 day outlook (or as necessary)

JIC creates /distributes ETS tasks to NG-JS, ARNG & ANG

JIC notifies NGJS Deputy Directors to review GKO Portal ref OCR assignments

NG-JS accepts / rejects assignments

ARNG & ANG GMTs accept tasks

JIC modifies task OPR / OCRs (if necessary)

**Coordination Process (72-24 Hrs Prior to MTG)**

NGJS, ARNG, ANG OPR / OCRs supply AO info

ARNG submits its position

Coordinates position with Sr Directorate Ldrship prior to submittal

NGJS OPR coordinates w/OCRs

Coordinates position with Sr Directorate Ldrship prior to submittal

ANG submits its position

Coordinates position with Sr Directorate Ldrship prior to submittal

JIC extracts AO info from ETS / post to GKO

JIC submits attendees message to SAJM Office

Slides/RAHs become available from OSD or JS

**Prep, Meeting & Post Activities**

NGB OPR supplies RAH materials for Principal binder

JACO admin assists OPR AO build prep session binders for NGB Principal

JIC reviews seating charts and confirms attendees

Prep Session(s) Executed

(D-Day) NGB Principal Attends Gov Meeting

Out-Brief sent to Principal for review /comment

(D+2 days) JIC closes task

Principal notes archived

**Figure 1.** Sample DoD Governance Meeting Battle Rhythm

ENCLOSURE B

TYPES OF DOD GOVERNANCE MEETINGS, FREQUENCY, AND AGENDAS

1. <u>OSD Meetings</u>.

   a. <u>SLC</u>.  The SLC addresses broad, cross-cutting strategic issues affecting OSD, the Military Departments, the Combatant Commands, and the Interagency.  The SLC meets at least semi-annually and provides advice and assistance to the Secretary of Defense on the strategic direction of the department.  The Secretary of Defense chairs the SLC, assisted by the Chairman of the Joint Chiefs of Staff (CJCS).  Membership may vary and is at the discretion of the SecDef.

      (1)  The Chief of the National Guard Bureau (CNGB) and the Vice Chief of the National Guard Bureau (VCNGB) are the designated NGB Principal and alternate for this governance meeting IAW reference a.

      (2)  The NGB Chief's Action Group (NGB-CAG) serves as the NGJS OPR and coordinates the SLC for the CNGB per this manual.

   b. <u>DMAG</u>.  The  DMAG is the primary civilian-military management forum that supports the Secretary of Defense, and addresses top departmental issues that have resource, management, and broad strategic or policy implications.  The DMAG's primary mission is to produce advice for the Deputy Secretary of Defense in a collaborative environment and to ensure that the DMAG execution aligns with the Secretary of Defense's priorities as well as the planning and programming schedule.  The DMAG is co-chaired by the DepSecDef and Vice Chairman of the Joint Chiefs of Staff (VCJCS), with Secretaries of the Military Departments, Chiefs of the Military Services, CNGB and DoD Principal Staff Assistants holding standing invitations.

      (1)  The Organizational Policy and Decision Support Directorate within the Deputy Chief Management Office (DCMO) facilitates, promotes, and integrates required analytical and knowledge management support as well as the primary staffing element to the DMAG Executive Secretary.  The JS Executive Secretary also supports the work of a DMAG Senior Steering Group which often advises the DepSecDef concerning the DMAG's agenda, its approach, and the preparation of principals, meeting execution, and follow-up afterwards.  References e and h provide additional DMAG information.

      (2)  The CNGB and the VCNGB are the designated NGB Principal and alternate for this governance meeting per reference a.  The Director of Resource Management and Comptroller (NG-J8) may serve as the NGB DMAG Principal by special request.  OSD may authorize additional attendees.  The CNGB

Executive Staff coordinates with OSD for NGB DMAG Principal attendance confirmations and requests for additional attendees.

    c. <u>3-Star Programmers Meetings</u>. 3-Star Programmers meetings are functional oversight committee meetings convened by the OSD Director, Cost Assessment & Program Evaluation (CAPE) (or the Principal Deputy Director in the Director's absence), who also serves as the DMAG Executive Secretary. Should the Director or Principal Deputy be unavailable to chair the meeting, they may designate one of the other CAPE deputies to chair the meeting. Core members of the 3-Star Programmer's meetings include the Director and Principal Deputy Director CAPE, Under Secretaries and Assistant Secretaries of Defense (including the Comptroller; Programs & Resources; Defense, Strategy, Plans & Forces; Acquisition Resource Analysis; Program & Budget Coordination and Resources), JS and Military Service members representing the operations and resources directorates, the NGB, U.S. Special Operations Command, the Principal Deputy Director, Operational Test & Evaluation, CAPE Deputy Directors (Cost Assessment; Program Evaluation; Analysis & Integration; and Feasibility Study & Risk Assessment), Office of Management and Budget (OMB), Deputy Assistant Director of National Security Programs and OSD Director of Administration and Management.

    (1) OSD CAPE provides executive oversight of 3-Star Programmers meetings and convenes them, as necessary, to vet key issues and obtain consensus positions, or to fully understand and explain divergent points of view.

    (2) The Director of NG-J8 and the Deputy Director of NG-J8 are the designated NGB Principal and alternate for this meeting IAW reference a. The NG-J8 Executive Staff coordinates with OSD CAPE for NGB Principal attendance confirmation and additional attendee requests when space is available.

2. <u>JCS Meetings</u>.

    a. <u>SSS</u>. The SSS is the Chairman's forum of uniformed members who meet to cover a broad array of topics. Combatant Commanders may be invited to meetings that address topics affecting their respective commands. These meetings typically precede a SLC but are not absolutely tied together. The CNGB or the VCNGB are the designated NGB Principal and alternate for this governance meeting per reference a. NGB-CAG coordinates the SLC for the CNGB and serves as the NGJS OPR per this manual.

    b. <u>JCS Meetings</u>. JCS meetings, often referred to as "JCS TANK" or "TANK" meetings are prescribed, private, executive conferences per reference j. The CJCS or VCJCS, in the Chairman's absence, convenes and presides over meetings of the JCS. Attendance is restricted to the statutory voting members

of the JCS (the CJCS, VCJCS, the Military Service Chiefs from the Army, Navy, Air Force, Marine Corps, and the CNGB), the Director of the Joint Staff (DJS), the Assistant to the Chairman, and other individuals specifically designated by the Chairman or DJS.  The Sec Def or DepSecDef may attend these meetings.

    (1)  JCS topics may include:

        (a)  Chairman or Secretary-directed topics.

        (b)  Topics supporting national-level decision making.

        (c)  Irreconcilable or unresolved differences should OPSDEPS not concur.

        (d)  "Hot-button" topics with congressional interest.

        (e)  Combatant Command or Service-nominated issues.

        (f)  Strategic-planning documents and topics.

        (g)  Reviews of a proposed joint action of major significance.

        (h)  Items of significant importance between U.S. government representatives and foreign officials.

        (i)  DJS-directed topics.

        (j)  Meetings without topics are normally designated as "Executive Sessions."

    (2)  The CNGB and the VCNGB are the designated Principal and alternate for this governance meeting per reference a.  Should the CNGB and the VCNGB be unavailable, the seat remains unfilled per JCS direction.  The Chairman may approve other General Officer (GO) and Senior Executive Service (SES) equivalents to attend without voting authority, upon request.

    (3)  NG-JACO-JIC may request two additional seats at JCS meetings should NGB have specific equity in a topic upon the request of or on behalf of CNGB or VCNGB.  Only one seat may be approved dependent on the JCS conference room capacity for the particular topic.  The DJS, on occasion, and predicated by topic, may invite specific personnel to attend a JCS meeting with their Principal.  NG-JACO-JIC will inform the NGB Principal of additional personnel attending the JCS meeting and contact the Special Actions Joint Matters (SAJM) Office to confirm attendee names.

(4)  Executive sessions are attended exclusively by the authorized NGB JCS Principal or alternate.

c.  OPSDEPS Meetings.  OPSDEPS meetings are convened and presided over by the DJS or the Vice Director of the Joint Staff (VDJS) in his or her absence.  OPSDEPS meetings may at times be referred to as OPSDEPS TANK meetings due and listed on the JCS TANK Calendar by the SAJM Office.

(1)  OPSDEPS meetings are attended by the Director of Service OPSDEPS (specifically, the NGJS Director of Domestic Operations and Force Development (NG-J3/7) for NGB), the VDJS, Secretariat of the JS, and JS personnel needed to support an agenda item.  Service/NGB Planners or Service/NGB AOs may attend at the discretion of their Principal or as directed by the Director.

(2)  Voting members are limited to the DJS (or VDJS in his or her absence), the Army Deputy Chief of Staff for Operations and Plans, Navy Deputy Chief of Naval Operations, Air Force Deputy Chief of Staff for Air and Space Operations, Marine Corps Deputy Commandant for Plans, Policies and Operations and the Director, NG-J3/7.

(3)  The following criteria are used when deciding what topics can be resolved by the OPSDEPS and not presented to the JCS TANK:

(a)  General information briefings to include study results that are not specifically requested by the Chairman, VCJCS, or Service Chiefs.

(b)  Issues within the DoD that can be resolved with full consensus of the Service OPSDEPS.

(c)  Operational issues, to include mission required strength that can be resolved with full consensus of the Service OPSDEPS.

(4)  The Director, NG-J3/7 is the NGB Principal for these meetings.  In the absence of the Director, NG-J3/7, the Director of Strategic Plans, Policy and International Affairs (NG-J5) is the primary alternate.  The Director of the National Guard Bureau Joint Staff (DNGBJS) serves as the secondary alternate.

(5)  Service Planners and other representatives are permitted to attend "by invitation only" and at DJS discretion.  NGB Planners and AOs in attendance will take notes to debrief senior officers in their directorate or chain of command to help clarify tasking or guidance.

(6)  NG-JACO-JIC may request two additional seats at OPSDEPS meetings should NGB have specific equity in topic.  Only one seat may be

approved dependent on the JCS conference room capacity for the particular topic.  The DJS, on occasion, and predicated by topic, may invite specific personnel to attend an OPSDEPS meeting with their Principal.  NG-JACO-JIC will inform the NGB Principal of additional personnel attending the JCS meeting and contact the SAJM Office to confirm attendee names.

(7)  Executive sessions are attended exclusively by the authorized NGB OPSDEPS Principal or alternate including OPSDEPS that do not have topics assigned.

d.  "Paper" TANKS.  Paper TANKS can be OPSDEPS or JCS meeting topics deemed close-hold, not releasable or marked as "sensitive" per reference j, and without contentious issues requiring review prior to being presented to the Chairman.

(1)  The Chairman or DJS are the approval authority for Paper TANKS.  An electronic copy of the topic briefing is normally provided via the Joint Staff Action Process (JSAP) on the Secret Internet Protocol Router Network (SIPRNET) including unclassified Paper TANK subject matter content.  JS Form 136 "Joint Staff Action Processing," will indicate action outcome via "Paper" type of meeting and suspense for NGB response.

(2)  The NGB Principal will be selected per established criteria for OPSDEPS or JCS meetings based upon the description of the Paper TANK.

(3)  NG-JACO-JIC follows the following procedures for generating, processing, and having the appropriate NGB Principal prepared for the Paper TANK requested action(s).

(a)  If the Paper TANK is received with a suspense of three business days or fewer from receipt, the OPR AO will prepare a briefing for the NGB Principal.  NG-JACO-JIC will coordinate the preparatory session with the NGB Principal's Executive Staff and notify the OPR AO.

(b)  If the Paper TANK is received with a suspense greater than three business days but equal to or fewer than ten business days, and preparatory materials contain contentious issues, the OPR AO will notify NG-JACO-JIC that an NGB Principal briefing is necessary.  NG-JACO-JIC will coordinate a preparatory session with the NGB Principal's Executive Staff and notify the OPR AO.

1.  The OPR AO has three business days (from the time of NG-JACO-JIC receipt of the JSAP package) to review and determine if there are any contentious issues.  The OPR AO will notify NG-JACO-JIC immediately if contentious issues exist.

2.  Upon receipt of the JSAP package, NG-JACO-JIC will provide the NGB Principal's Executive Staff advance notice for reviewing the NGB Principal's calendar for a potential date and time for a preparatory session.  If contentious issues exist, NG-JACO-JIC will coordinate with the NGB Principal's Executive Staff for the preparatory session and notify the OPR AO.

(c)  If the Paper TANK is received with a suspense greater than 10 business days and the OPR AO does not anticipate contentious issues, NG-JACO-JIC will coordinate with the NGB Principal's Executive Staff to determine preparatory requirements.

1.  If the NGB Principal requires a briefing, NG-JACO-JIC will notify the OPR AO immediately.  NG-JACO-JIC will coordinate with the NGB Principal's Executive Staff for a preparatory session.  NG-JACO JIC will send preparatory session information to the OPR AO by invitation.  The OPR AO will produce additional materials (e.g., PreBrief, Acronym Sheet, and Facer Slides) for the preparatory session per Enclosure E of this manual.  The additional materials should include a recommendation from the OPR AO recommending either:  NGB Principal approval and signature; a preparatory session in advance of approval and signature; or a preparatory session in advance of a disapproval recommendation.  When appropriate, include an Executive Summary (EXSUM) with the recommended action as well as referring to and citing any previous coordination done on the same topic, at a minimum.  The OPR AO will provide additional materials to NG-JACO-JIC no later than (NLT) three hours prior to the preparatory session.

2.  If the NGB Principal does not require a briefing, NG-JACO-JIC will notify the OPR AO that a paper package is required in lieu of a preparatory session.  The OPR AO will incorporate necessary additional material with the RAH for the paper package per Enclosure D of this manual and include an EXSUM with the recommended action as well as referring to and citing any previous coordination done on the same topic, at a minimum. RAH materials will be delivered to NG-JACO-JIC NLT five business days prior to the Paper TANK suspense.  NG-JACO-JIC will prepare the paper package and deliver it to the NGB Principal's Executive Staff.  The Executive Staff provides the paper package to the NGB Principal.  After reviewing the paper package, the NGB Principal may:

a  Contact the OPR AO to clarify points within the paper package.

b  Request the OPR AO provide a briefing on the subject.

c  Sign the JS Form 136 and signature page or other manuscripts requiring signature.

3. NG-JACO-JIC will forward the signed JS Form 136 and signature page to the Paper TANK Point of Contact (POC) over SIPRNET or by other means should the SIPRNET not be available.

e. JCS Meeting Requests.

(1) The CNGB may propose agenda items for JCS meetings on topics of Joint interest or requiring Joint resolution. The item is added to the agenda when the Chairman or DJS agree the topic is appropriate. These requests are made formally through NG-JACO per reference j.

(2) NG-JACO submits the NGB proposed meeting topic nomination for JS consideration.

(3) NG-JACO provides guidance and requests, tracks, and approves all NGB initiated JCS meeting topics.

f. GKO Portal. NG-JACO-JIC maintains a consolidated calendar for DoD governance meetings on the GKO Portal indicated at reference o (see Table 1).

(1) All agenda topics from the OSD and JCS meeting calendars are listed on this calendar.

(2) NGB personnel are highly encouraged to use the calendar as their primary source to track topics assigned through the Electronic Tracking System (ETS).

(3) OSD and JCS calendars are updated daily or even multiple times during the day. The GKO Portal reflects these changes.

(4) Change notification messages to the GKO Portal are sent over the Nonsecure Internet Protocol Router Network (NIPRNET) to NGJS Deputy Directors and their Office Chiefs, to their executive officers (XOs) and workflow managers at a minimum. The ARNG and ANG elements of the Governance Meeting Team (GMT) also receive change notification messages. Topic changes are also distributed through the ETS.

(5) Paper TANKs are not included on the GKO Portal because of the "window of opportunity" for task completion and the NGB Principals' availability for a "pop-up" preparatory session. However, a task is generated in ETS for every Paper TANK.

(6) Table 1 indicates a typical battle rhythm for the indicated meetings and does not preclude governance meetings held on other days.

|         | Monday | Tuesday | Wednesday | Thursday | Friday |
|---------|--------|---------|-----------|----------|--------|
| DMAG    |        |         | X         |          | X      |
| 3 Star  |        | X       |           | X        |        |
| JCS     | X      |         |           |          | X      |
| OPSDEPS | X      |         | X         |          | X      |

**Table 1.**  Sample Schedule of Governance Meetings

ENCLOSURE C

GOVERNANCE MEETING TASKING PROCESS

1. <u>ETS</u>.   NG-JACO-JIC uses the ETS and staff action process to task governance meeting actions once a topic appears on the OSD or JCS Governance meeting calendars.

2. <u>Types of Tasks</u>.   DoD governance meeting tasks are classified as "Purple Top" priority tasks and referred to as "Purple Tops" to differentiate them from "Red Tops", Hot, Critical, or Routine priority tasks.  Refer to the ETS User Manual for when to use priorities other than Purple Top.

   a.  Only OSD or CJCS can reschedule a topic, otherwise Purple Tops will not be extended beyond the NGJS OPR and NGJS, ARNG, and ANG OCR suspense date.

   b.  Only NG-JACO-JIC can end distribution and close Purple Top priority governance meeting tasks.  Purple Tops are distributed to all applicable NGJS Directorates and offices workflow managers and ARNG SGS JACO and ANG CCXA workflow managers rather than routed sequentially.

   c.  Coordination sheets (see Appendix A to Enclosure E) are used by the NGJS workflow managers, ARNG SGS JACO and ANG CCXA workflow managers to quickly assemble the names and pertinent contact information of all NGJS OPRs and NGJS and ARNG and ANG OCRs AOs participating on the task in lieu of a Staff Summary Sheet.

   d.  Directorate and Office workflow managers will not "complete" Purple Top tasks after entering AO information.  This removes the task from the directorate or office queue creating an information gap, leaving the AO uninformed of future topic updates.

   e.  Purple Top task attachments are limited to the coordination sheet. Other attachments may be uploaded into Purple Top tasks by exception.

   f.  RAH materials and slides typically are not available when Purple Top tasks are initiated.

3. <u>Action Assignment</u>.

   a.  <u>Assignment</u>.  Assignment of NGJS OPR and OCRs is accomplished by NG-JACO-JIC without delay.  NGJS OPR and OCR assignment of AOs is accomplished within 24 hours for facilitating early topic research and coordination.

b.  OPRs.  NG-JACO-JIC uses the following order of precedence criteria in selecting NGJS OPRs prior to distributing the Purple Top to the NGJS workflow manager for review and acceptance and subsequently assigning an OPR AO or OPR AOs:

(1)  Functional Responsibility.  NGJS Directorates are organized by functional responsibility.  This is the first decision metric for assignment of actions.

(2)  Greater Purview of Directorate Portfolios.  The NGJS Directorate portfolio functions are not completely aligned with all the JS Directorate portfolio functions.  For example, the NGJS is not directly involved with National Nuclear Theater Forensics.  However, this topic or similar topics will likely be assigned to NG-J3/7 because of subject matter expertise of Chemical, Biological, Radiological, and Nuclear issues.

(3)  Continuity of Effort.  NG-JACO-JIC will assign a previously addressed governance meeting topic (OPSDEPS prior to a JCS Tank or 3-Star Programmer prior to a DMAG) to the directorates previously tasked as OPR and OCRs.

(4)  Peer Alignment.  NG-JACO-JIC may use peer alignment for a particular topic if insufficient information or JS POC is missing.  For example, topic OPR is JS-J5, so NG-J5 is assigned as the OPR as well.  As more information becomes known about a topic, NG-JACO-JIC may re-assign the topic to a more appropriate OPR.

c.  OCRs.  NG-JACO-JIC uses the following criteria to select OCRs prior to distributing the Purple Top to the NGJS workflow manager and ARNG SGS JACO and ANG CCXA workflow managers for task acceptance and subsequent OCR AO or OCR AOs assignment:

(1)  Additional NGJS Directorates and offices with pertinent topic information are selected as OCRs.

(2)  The OPR is authorized to distribute the Purple Top task to additional OCRs with pertinent information about the topic for coordinating and delivering a comprehensive and well-researched response in preparing the NGB Principal for the governance meeting.

(3)  The ARNG and ANG will be assigned as OCRs for all governance meeting topics.  NG-JACO-JIC does not assign ARNG or ANG as OPRs for Purple Tops.  The responsibility for preparing the NGB Principal attending a governance meeting is inherent with the appropriate NGJS Directorate, and may not be delegated to the ARNG or ANG.  This does not preclude the assigned NGJS OPR from coordinating with either the assigned ARNG or ANG

OCR AOs and their immediate supervisors for the preparatory meeting to brief the NGB Principal.  ARNG and ANG must support preparatory sessions with the NGB Principal when requested by the NGJS OPR.

4.  Task Rejection and Reassignment.  OPRs may appeal governance meeting task assignments to NG-JACO-JIC.  The assigned OPR retains responsibility for the task action until reassignment.  Should NG-JACO-JIC resolution prove unsuccessful, NG-JACO will determine task assignments.

   a.  Reassignment requests will be submitted in writing through NIPRNET within 24 hours, or one business day if over a holiday or weekend, of receiving the action in the ETS.

   b.  The requesting OPR will identify that directorate or office recommended for task reassignment, with an explanation why they are more appropriate for the task in the NIPRNET message sent to NG-JACO-JIC.

   c.  The requesting OPR will attempt to secure concurrence from the prospective directorate or office before relinquishing responsibilities as the action lead.

   d.  NG-JACO-JIC will update the ETS task details and update the coordination sheet to reflect the OPR adjustment.  The preceding OPR will typically be changed to an OCR for the task.

   e.  The directorate or office assuming OPR responsibilities uses the ETS capability to accept task reassignment as does the former OPR now assigned as an OCR.

   f.  After 24 hours, or one business day if over a holiday or weekend, if the assigned OPR does not appeal task assignment, they must complete the action, unless overwhelming evidence becomes available justifying a later change.

5.  Responsibilities for Carrying Out Action Assignments.  Internal procedures for assigning and controlling actions are at the discretion of the respective NGJS Directorate or office but should conform to the following principles:

   a.  Internal OPR Actions.  NGJS Directorate and Offices will review assigned tasks to ensure topics are within their purview.  NGJS workflow managers coordinate or assign NGJS OPR AO(s) on the coordination sheet.  The coordination sheet is to be updated when the assigned OPR AO(s) change.  The coordination sheet may be used by NG executive level offices, supervisors, and managers for contacting NGJS OPR AOs regarding status or for other information.  The coordination sheet is used by NG-JACO-JIC to distribute RAH material to the OPR AO when available and also to send the OPR AO

invitations to the NGB Principal governance meeting preparatory and debrief sessions.

b. <u>Internal OCR Actions</u>.  NGJS Directorates and Offices as well as ARNG and ANG will review assigned actions to determine divisions with a vested interest in the topic or capable of providing pertinent information related to the topic.  Respective NGJS workflow managers and ARNG SGS JACO and ANG CCXA workflow managers coordinate or assign OCR AOs on the ETS coordination sheet.  The coordination sheet will be updated when the assigned OCR AOs change.  The coordination sheet is used by NG-JACO-JIC to distribute RAH material to the OCR AOs when available and also to send the NGJS OCR AO and the ARNG SGS JACO and ANG CCXA workflow managers invitations to the NGB Principal governance meeting preparatory and debrief sessions if NGJS, ARNG, or ANG OCR AO attendance is requested by the NGJS OPR or higher.

c. <u>AO Selection and Duration</u>.  AO selection is based upon the concept of "cradle to the grave" as explained in reference m,  and on the concept of continuity as the topic goes from a lower level governance meeting to a higher level governance meeting within the OSD or JCS lane, or as it crosses from one lane to another.

ENCLOSURE D

ACCESSIBLE GOVERNANCE MEETING DOCUMENT AVAILABILITY

1. <u>RAH Materials</u>.  NG-JACO-JIC may receive RAH materials from OSD or the JCS SAJM office 72 to 48 hours prior to the governance meeting.

   a.  Occasionally, NG-JACO-JIC receives RAH materials in hard copy only requiring courier pick up and are often marked "Eyes Only," "Limited Distribution," or "Pre-Decisional" or may have an ACCM attached.  AOs with eligibility to access documents may be required to review materials in person at the NG-JACO and may take notes during this process.  Additional RAH copies may not be available.

   b.  NG-JACO-JIC will contact OSD or JCS for updates on RAH materials not made available within 24 hours of a governance meeting.  This may be a precursor to Principals receiving slides upon arrival at the governance meeting also known as a "table drop".  In this event, AOs will pro-actively gather pertinent background information to produce anticipatory RAH materials.  NG-JACO-JIC can determine if the topic or other related issues were coordinated previously and will provide AOs copies of RAH materials or debriefing notes.

   c.  3-STAR Programmers RAH materials may be distributed by OSD CAPE in an email to the NGJS OPR.  The OSD CAPE email typically includes: Date/Time/Location of brief; briefer; attendees; the POC for the brief content; etc.  The NGJS OPR will provide this information to the NGJS OCR and other OCR AOs copy to NG-JACO-JIC as necessary.

   d.  DMAG RAH material may be distributed by the DCMO DMAG Engine Room to the NGJS OPR, and typically includes DMAG purpose, read-ahead instructions, etc.  The NGJS OPR will provide this information to the NGJS OPR and other OCR AOs copy to NG-JACO-JIC as needed.

2. <u>Distribution of Briefing Slides</u>.  When briefing slides become available either directly from OSD or JCS or via the NGJS OPR in cases where OSD or JCS delivered the slides directly to the NGJS OPR AO, NG-JACO-JIC notifies NGJS Directorates or Offices senior leadership, XOs, workflow managers, AOs and GMTs when briefing slides are available through a NIPRNET e-mail or by workflow comments entered into the ETS task.

   a.  NG-JACO-JIC will disseminate RAH materials over the SIPRNET or the Joint Worldwide Intelligence Communications System (JWICS) to prevent spillage of classified information. NG-JACO-JIC rarely receives RAH materials over NIPRNET.  AO topic responses will be handled within the formal access control system over which materials were transmitted.

b.  NGJS AOs can normally access JCS governance meeting topic slides on the JCS TANK Calendar with appropriate clearance level and access to the SIPRNET.

c.  OSD governance meeting topic slides are typically distributed over the SIPRNET.

d.  SLC, SSS, and 3-STAR RAH material may be provided by OSD CAPE directly to the NGJS OPR.  DMAG RAH material may be provided by DCMO directly to the NGJS OPR.  In such cases, the NGJS OPR will provide the RAH material to NG-JACO-JIC as well.

3.  POCs.  NGJS OPR AOs are encouraged to contact JS POCs should questions arise regarding the topic or the RAH materials.  JS POC information can be accessed on the JS TANK Calendar through the calendar event and double clicking on the topic field.  NGJS OPR AOs will not contact OSD OPRs regarding topics per OSD guidance.  Questions regarding OSD topics will be funneled through NG-JACO-JIC, which will use its resources to obtain an answer.

ENCLOSURE E

COORDINATION SHEET AND OTHER PRODUCTS

1.  Coordination Sheet.  Assigned AOs' contact information is provided on the coordination sheet.  Directorate workflow managers will ensure assigned AOs provide requested information on the coordination sheet no later than 24 hours following task assignment.  AOs will use the information provided on the coordination sheet to initiate contact and complete the assigned task (see Figure 2).  The coordination sheet may be used by NG Executive Staff and is used by NG-JACO-JIC for coordinating prebrief sessions and providing follow up guidance or information.  Follow up guidance or information will ONLY be forwarded to accurately identified individuals shown on the coordination sheet.

    a.  AO staff blocks are color coded:

        (1)  NGJS (purple).

        (2)  ARNG (green).

        (3)  ANG (blue).

    b.  Cut and paste additional AO information blocks if needed.  Keep additional AO blocks with the appropriate color based on staff assignment.

2.  Governance Meeting Products.  The designated NGJS OPR AO is responsible for providing NG-JACO-JIC with a prebrief sheet, facer pages, and an acronym list no later than three hours before the scheduled NGB Principal's preparatory session.  Within 24 hours of the debrief session, the NGB Planner or AO will provide NG-JACO-JIC with a debrief sheet documenting the final NGB position for archive disposition.  Ensure substantive additional information is captured during the debrief for archival purposes.  Document examples at the "Secret" level and below are posted to the SIPRNET NG-JACO folder.

    a.  Prebrief Sheet.  Essential information is conveyed during the preparatory session with the NGB Principal.  The NGJS OPR AO should be prepared to discuss the topic beyond the limits of the prebrief (see Figure 3). The Prebrief sheet:

        (1)  Will not exceed two pages (one page is preferred).

        (2)  Will state the type of briefing (decisional or informational), address the issue, background, key points including NG equities, other Service and stakeholder views, if known, and provide a recommended course(s) of action regarding the question(s) raised.

(3)  May contain additional information, such as a 5x8 or White Paper, which can be added as background material, if required.

b.  Acronym List.  Alphabetized listing of acronyms in the slide deck with their meanings next to them (see Figure 4).  If acronyms are spelled out in facer pages, there is no need for a list (choose one format or the other).  The number of pages for the acronym list is dependent on the number of acronyms within the slide deck.  It is not necessary to list common acronyms such as "ASAP," "IAW," "NLT," etc.  Recommend listing acronyms if:

(1)  The NGB Principal may not be familiar with it.

(2)  They originate from other Services, notably the United States Navy or United States Marine Corps.

c.  Briefing Facers.  Facer pages add pertinent information on NG equity as it relates to OSD or JCS briefing slides, explain acronyms, or indicate the preferred course of action in a decisional briefing (see Figures 5-8).  There is no specific format for building facers.  However, the following guidance is provided to ensure uniformity.

(1)  Do not build facer pages into the topic slide deck; it throws off the slide count.  They will be sent as a separate attachment with other RAH materials.

(2)  Use the template examples on the SIPRNET NG-JACO folder.

(3)  Justify or center facer page titles.  Page titles should clearly indicate which slide it corresponds to within the slide deck.  Acceptable examples include:

(a)  "Facer Page for Slide X," where X equals the number of the corresponding slide in the deck (see Figure 5).

(b)  "Facer for (insert slide title from the slide deck)," (see Figure 7).

(c)  A combination of these two formats (see Figure 6).

(4)  The ratio of facer pages to slides is 1:1.  If more than one facer page is required per slide, contact NG-JACO-JIC prior to sending the facer attachment via email to provide instructions on the multi-page facer.  Repeat instructions for proper placement of the multi-page facer in the email.  Maximum facer page to slide ratio is not to exceed 2:1.

d.  Debrief Notes.  A Debrief Notes sheet will be placed in the NGB Planner book and completed during the governance meeting.  Notes will capture

meeting topic salient points, the NGB topic position, and topic resolution (see Figure 9).   Ensure substantive additional information is captured for archival purposes during the debrief.  The NGB AO will complete the sheet should the NGB Planner not accompany the NGB Principal to the governance meeting. Debrief notes are used to generate outbrief sheets.

    e.  <u>Outbrief Sheet</u>.  Outbrief sheets formally account for the salient points of the topic discussion, NGB's position, and overall resolution of the topic (see Figure 10).

APPENDIX A TO ENCLOSURE E

SAMPLE COORDINATION SHEET

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**COORDINATION SHEET #**

TOPIC:  China

PRINCIPAL: GEN Nathan G. Booker

PLUS 1 (s):  Maj Gen Frank Savage

PREP:  JCS Tank

DATE:  Monday, 1 Feb 16

TIME:  1200-1230hrs

LOCATION:  1E155 (J2 SCIF)

SLIDES RECD:_____          SLIDES SENT:_____  SEATING CHT
REQ:_____

VTC ANG CONFIRMATION EMAIL SENT: _____  REQ ATTENDEES ANG EMAIL
SENT:_____

| MAIN MEETING | Classification: | |
| MAIN MEETING | Date:  1 Feb 16   Time:  1300-1500 Location:  2E297 | |
| MAIN MEETING | POC NAME: | Phone Number: |
| MAIN MEETING | BRIEFER NAME: | Phone Number: |

DEBRIEF MEETING: Date:  1 Feb 16 Time:  1500-1530  Location: 1E155

**NGB-JS OPR AO**: J5
NAME:  Ben Gately  RANK: LTC  PHONE: 703.607.2886      OFF SYMBOL: J55
EMAIL (NIPRNET):  benjamin.d.gately.mil@mail.mil
EMAIL (SIPRNET):  benjamin.d.gately.mil@mail.smilmil

**\*AO provide rank/name/ NIPR email address of individual(s) requiring prep session
invitation below**
PREP SESSION INVITEE:  Col Keith Davenport, keith.e.davenport.mil@mail.mil
PREP SESSION INVITEE:
PREP SESSION INVITEE:

**NGB-JS OCR AO**:  J2
NAME:  Harvey Stovall       RANK: CTR     PHONE: 571.256.4949      OFF SYMBOL: J23  EMAIL
(NIPRNET):  harvey.e.stovall.ctr@mail.mil
EMAIL (SIPRNET):  harvey.e.stovall.ctr@mail.smil.mil

**NGB-JS OCR AO**:  J3
NAME: James Pritchard       RANK: GS13  PHONE: 703.607.1803       OFF SYMBOL: J355
EMAIL (NIPRNET):  james.j.pritchard.civ@mail.mil
EMAIL (SIPRNET):  james.j.pritchard.civ@mail.smil.mil

---

**(FOR ANG AO INFORMATION INFO ONLY; COPY & PASTE ADDITIONAL AO INFO
BLOCKS AS NEEDED)**

**ANG OCR AO**:  A2
NAME: Paul Kaiser       RANK: Lt Col  PHONE: 240-612-9017  OFF SYMBOL: A2
EMAIL (NIPRNET):  paul.s.kaiser.mil@mail.mil

**Figure 2.**  Sample Coordination Sheet *(Page 1)*

EMAIL (SIPRNET):  paul.s.kaiser.mil@mail.smil.mil

**ANG OCR AO**:  A3
NAME:  John Kellogg        RANK:  Lt Col  PHONE: 240-612-9309  OFF SYMBOL: A3X
EMAIL (NIPRNET):  john.t.kellogg.mil@mail.mil
EMAIL (SIPRNET):  john.t.kellogg.mil@mail.smil.mil

**ANG OCR AO**:  A8
NAME:  Rachel Anderson     RANK: GS14  PHONE: 240-612-9905  OFF SYMBOL: A8XS
EMAIL (NIPRNET):  rachel.m.anderson.civ@mail.mil
EMAIL (SIPRNET):  rachel.m.anderson.civ@mail.smil.mil

—————————————

**(FOR ARNG AO INFORMATION INFO ONLY; COPY & PASTE ADDITIONAL AO INFO BLOCKS AS NEEDED)**

**ARNG OCR AO**:  G5
NAME:  Robert Patten       RANK: MAJ  PHONE:  703-601-8173       OFF SYMBOL: ARNG-SPP
EMAIL (NIPRNET):  robert.g.patten.mil@mail.mil
EMAIL (SIPRNET):  robert.g.patten.mil@mail.smil.mil

**ARNG OCR AO**:  G2
NAME:  Lee MacGregor       RANK:  MAJ  PHONE:  703-607-2535       OFF SYMBOL:  OIP-TR
EMAIL (NIPRNET):  lee.o.macgregor.mil@mail.mil
EMAIL (SIPRNET):  lee.o.macgregor.mil@mail.smil.mil

**ARNG OCR AO**:  G3
NAME: Stewart Arthur       RANK:  LTC  PHONE: 703-607-7629       OFF SYMBOL:  ARNG-OD
EMAIL (NIPRNET):  stewart.p.arthur.mil@mail.mil
EMAIL (SIPRNET):  stewart.p.arthur.mil@mail.smil.mil

## FOLDER CLOSE OUT

SCAN MEETING NIPRNET SLIDES/MATERIALS              COMPLETED DATE:
SCAN MEETING NOTES
        COMPLETED DATE:
SCAN AO SLIDES
        COMPLETED DATE:
UPDATE SHARE DRIVE WITH SLIDES AND NOTES          COMPLETED DATE:

**Figure 2.**  Sample Coordination Sheet *(Page 2)*

APPENDIX B TO ENCLOSURE E

SAMPLE PREBRIEF

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(CLASSIFICATION)

**PRE-BRIEF**                                              **Type of Meeting**
                                                          **DD MMM YY**

SUBJECT:  DOD Governance Meeting Topic

1. (U) **Issue:**  State the type of briefing (decisional or informational) and the purpose.

2. (U) **Background:**
- Keep the number of bullet statements between 3-5.
- Bullets provide an overview of all actions up to the current date.  When was this topic initiated, what previous research or meeting forums were conducted.
- Is this a new topic, recurring or appeared in a different format previously.
- Do not read the bullets to the Principal during the preparatory session.
- Use the bullets as "headers" that you elaborate upon during the preparatory session.  As the subject matter expert, this should be more of a discussion than a briefing.

3. (U) **Key Points:**
- List pros, cons or emerging viewpoints about the topic
- How will this affect the NGB (consider secondary and tertiary affects not just primary affects)
- What capabilities does the NGB possess that can be leveraged in support of the topic (are these capabilities    addressed in the read ahead material)
- Additional information can be provided via a 5 X 8, information paper, or on a facer page.
- If this is the first time the topic has appeared expect the Principal to ask questions.  If this is a recurring topic, expect to receive guidance or questions from the Principal you will need to answer before the governance meeting.

4. (U) **Service Views:** OPR should determine what the other Service (USA, USN, USMC & USAF) and stakeholder views are regarding the topic.  ARNG & ANG AOs should be able to provide USA and USAF views.  JACO-JIC can provide USN and USMC AO information.  This is a quid pro quo exchange, the NGB AO gets their viewpoint in exchange for our view.

5. (U) **NGB Recommendations:**  If this is a decisional brief, how should the NGB vote on the issue(s).  "No equities" is not a valid response.  NGB always has a position.

AO rank/name /office symbol/contact number
Approval authority (same info as above)

(CLASSIFICATION)

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**Figure 3.**  Sample PreBrief

APPENDIX C TO ENCLOSURE E

SAMPLE ACRONYM LIST

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Operational Support Airlift (OSA) (Topic Title)

AISR – Airborne Intelligence, Surveillance & Reconnaissance

COMNAVAIRLANT – Commander, Naval Air Forces – Atlantic

COMMZ – Communications Zone

DAA – Designated Approval Authority

DACOS – Deputy Assistant Chief of Station

ECD – Estimated Completion Date

LAM – Louisiana Maneuvers

MCCS – Mobile Command and Control System

RFF – Request for Forces

TAA – Total Army Analysis

WRA – Weapon Release Authority

ZOS – Zone of Separation

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**Figure 4**.  Sample Acronym List

APPENDIX D TO ENCLOSURE E

SAMPLE EXPLANATORY FACER PAGE



**Figure 5**.  Sample Facer Page (Explanatory)

APPENDIX E TO ENCLOSURE E

SAMPLE DECISIONAL FACER PAGE



**Figure 6**. Sample Facer Page (Decisional)

APPENDIX F TO ENCLOSURE E

SAMPLE ACRONYM FACER PAGE (1)
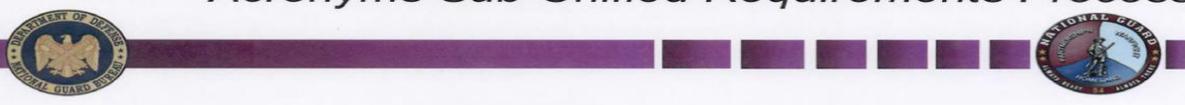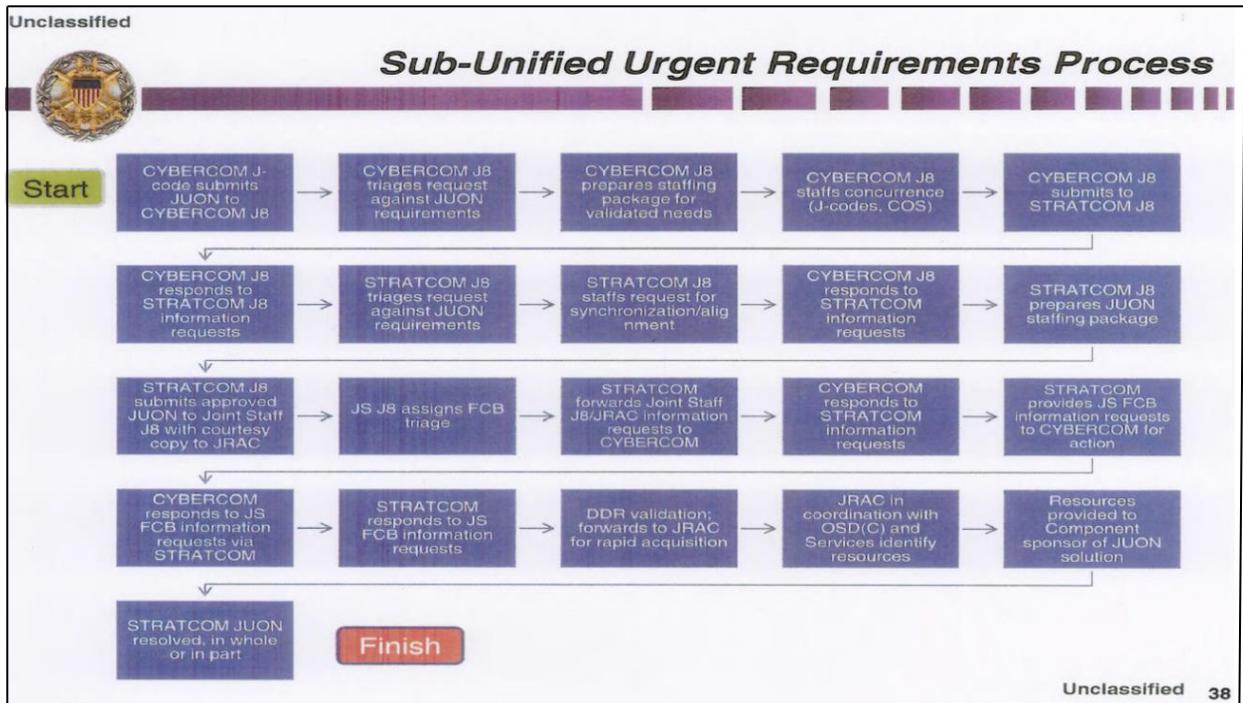


**Figure 7**.  Sample Acronym Facer Page (1)

APPENDIX G TO ENCLOSURE E

SAMPLE ACRONYM FACER PAGE (2)
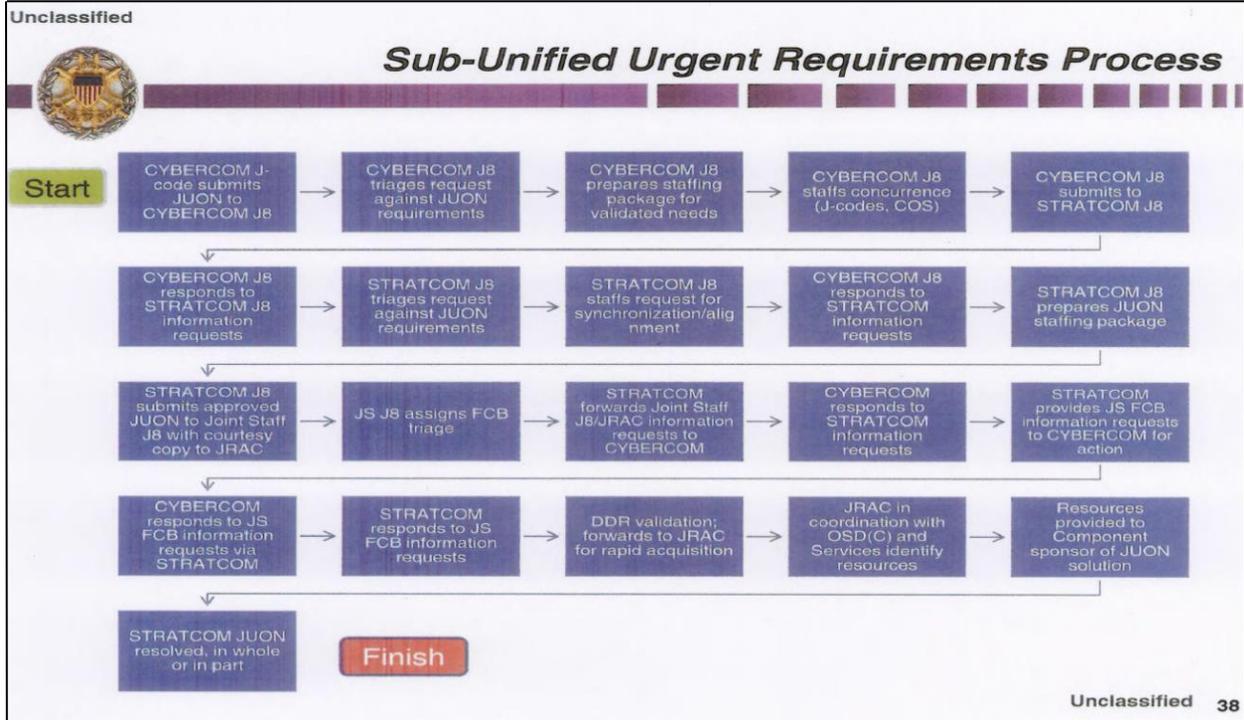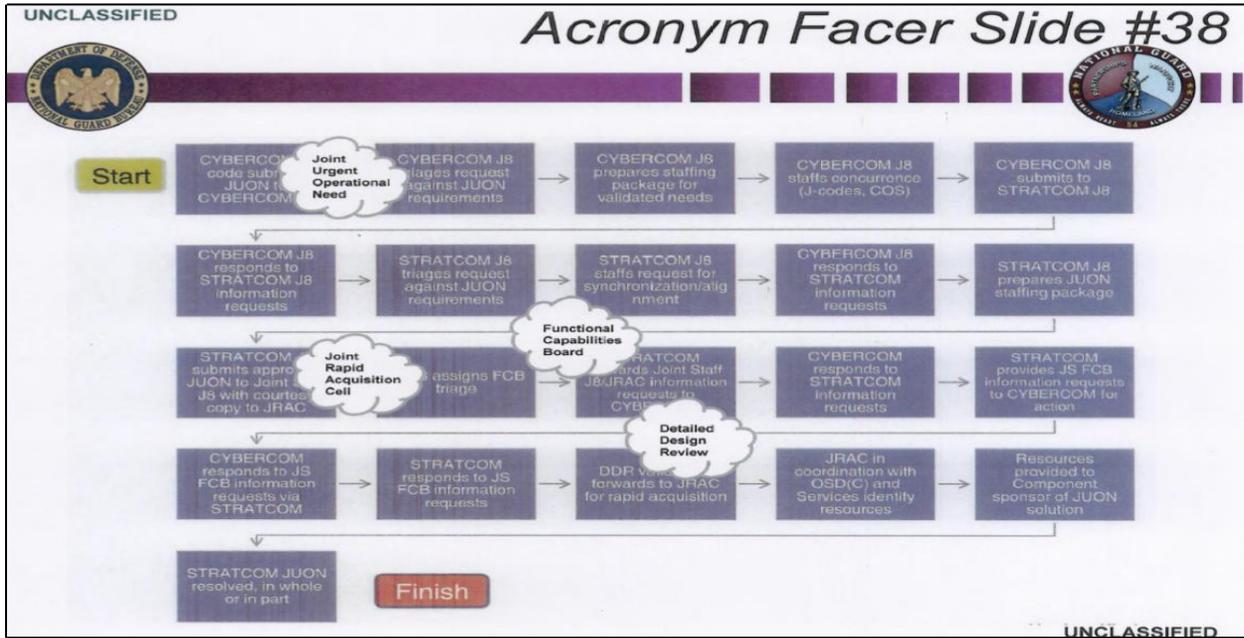


**Figure 8**.  Sample Acronym Facer Page

APPENDIX H TO ENCLOSURE E

DEBRIEF NOTES SHEET

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CLASSIFICATION _____

**NGB TANK DEBRIEF NOTES**

**JCS / OPSDEPS / DEPOPSDEPS / DMAG / 3-STAR REVIEW DATE: _____**

**1. TOPIC:** _____

**2. PRINCIPAL**: _____

**3. BRIEFING TYPE: INFORMATIONAL / DECISIONAL**

**4. ATTENDEE:** _____

**5. DIRECTIONS: Attendee should capture/record the final NGB position as well as the positions of the other services. Please note any NGB concerns or key takeaways from the above referenced governance meeting.**

**NOTES:**_____

_____

_____

_____

_____ _____

_____

_____

_____

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_____ _____

_____

_____ _____

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**Figure 9**. Sample Debrief Notes

APPENDIX I TO ENCLOSURE E

SAMPLE OUTBRIEF

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(UNCLASSIFIED)

**OUT-BRIEF**                                                                    **OPSDEPS TANK**
                                                                                  4 Feb 13

SUBJECT: PROJECT MUSTER OPSDEPS Update

**NGB Principal:** MG Ketchum (J-3/7)

1. **ISSUE:** INFORMATION BRIEFING
Purpose: To provide an update to the OPSDEPS concerning the CNGB's PROJECT MUSTER Initiative.

2. **BACKGROUND:** This briefing was designed to further Service/Joint Staff understanding of CNGB's PROJECT MUSTER initiative.

3. **KEY POINTS:** During the July 2012 JCS TANK on the same topic, the CJCS asked CNGB for periodic updates on the progress of PROJECT MUSTER.
   * This briefing summarized CNGB Instruction (CNGBI) 0100.01, "Organization of the National Guard Bureau."

4. **ANG/ARNG VIEWS:**

Both concur with the briefing content and purpose.

5. **RECORD OF DISCUSSION:**

   * USAF: Repeatedly emphasized to the OPSDEPS the importance of PROJECT MUSTER not infringing upon the authorities and prerogatives of the Service Secretaries and Chiefs.

   * Army: Did not object (generally) to the content of the briefing, but said the associated corporate processes must be clearly defined and asserted that Services are solely responsible for Title 10 matters, while the NGB should have a voice only concerning T32 issues. He asked if the vignettes requested by the Chairman during the previous JCS Tank had been developed. NGB responded that the vignettes would be provided during the next OPSDEP briefing. Army also said the CJCS Instruction referenced in the briefing had not been staffed with the Services. DJS said he would determine if the Instruction had been properly staffed.

   * NAVY: Expressed no concerns.

   * USMC: Supported the Army and Air Force position that the Services are solely responsible for Title 10 matters.

   * DJS: Stated that he was appreciative of the briefing and found it to be timely. The DJS agreed that the critical next step is clearly defining associated processes.

   * NGB: Explained that CNGB is taking prudent, measured steps to implement the changes needed for him to fulfill his responsibilities as a member of the JCS. Furthermore, that PROJECT MUSTER does not infringe upon the responsibilities of the Service Secretaries and Chiefs, but will rather improve the effectiveness of the Joint Staff and Service corporate processes.

6. **TASKING: The DJS tasked the National Guard to return to the OPSDEPS and brief the requested vignettes and associated processes.**

(COL R. Brian Williams/NGB-JACO/571.256.8495/4 Feb 13)     (UNCLASSIFIED)

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**Figure 10**. Sample Outbrief

ENCLOSURE F

SUSPENSE DATES

1.  Internal Suspense Date.  Internal suspense dates identify when OPRs must provide additional materials to NG-JACO-JIC in order to prepare RAH documents for the preparatory session.

     a.  For governance meeting actions, the internal suspense is three hours prior to the scheduled preparatory session.

     b.  If the preparatory session or the governance meeting is scheduled at or before 9 a.m., the internal suspense will roll back to the previous business day to accommodate the three-hour suspense.

2.  External Suspense Date.  External suspense dates identify when NG-JACO-JIC must complete an action.

     a.  NG-JACO-JIC will end task distribution and close the task in the ETS when NGB Principal notes are received and archived.  External suspense dates are scheduled two business days after the date of the governance meeting.

     b.  Governance meeting tasks are neither normal ETS tasks nor are they weighed against a directorate's "on-time" completion rate of ETS tasks.  OPR AOs should expect governance meeting tasks to turn red, indicating overdue status in their queue.  Do not contact NG-JACO-JIC to request a suspense date extension or governance meeting task closure.

ENCLOSURE G

GOVERNANCE MEETING RESPONSIBILITIES

1.  <u>NG-JACO-JIC</u>.  NG-JACO-JIC will:

a.  Add topic information from the JCS meeting calendar, the OSD DMAG, and 3-Star Programmer calendars to the GKO portal Governance Meeting SharePoint Calendar every two weeks in order to maintain a 45 day forecast.

b.  Generate and distribute governance meeting tasks through ETS to the OPR and appropriate OCRs to include the ARNG and ANG GMTs.

c.  Review the OSD and JCS governance meeting calendars on a daily basis to ensure timely updates to the GKO Portal.

d.  Update the GKO Portal per TANK, OSD CAPE, and DMAG calendar changes in between the bi-weekly updates, if required.

(1)  Send change notification messages over NIPRNET to the NGJS, ARNG and ANG.

(2)  Update ETS workflow comments, task details, and suspense to reflect calendar changes.

e.  Facilitate task resolution should the OPR reject a governance meeting topic through ETS.

f.  Refer unresolved task rejections to the Director of NG-JACO.

g.  Review active topic coordination sheets for AO information and update GKO portal.

h.  Contact NGJS Directorates, ARNG SGS JACO and ANG CCXA workflow managers to obtain OPR AO or OCR AO information if the assigned NG-JS OPR or NGJS OCRs or ARNG SGS JACO and ARNG CCXA work flow managers have not done so within the required 24 business hour period allotted.

i.  Notify OPR and OCRs of topic RAH material availability or forward RAH materials as required.

j.  Provide OPR AO with other Service AO contact information to ascertain their positions on the topic.

k.  Coordinate preparatory and debrief sessions with the appropriate NGB Principal's support staff.

l.  Receive additional materials from the NGJS OPR AO not later than (NLT) three hours prior to the preparatory session.

m.  Assist the OPR AO to prepare NGB Principal and Planner books for the preparatory session.

n.  Deliver NGB Principal and Planner books to the preparatory session location.  Standby to provide assistance to the NGB Planner, as required.

o.  Collect NGB Principal and Planner books at the completion of the preparatory session should the governance meeting not take place immediately following the preparatory session.

p.  Attend debrief session with NGB Principal and Planner.

q.  Collect NGB Principal and Planner books following the debrief session.

r.  Assign request for information (RFI) or follow-on tasking in the ETS based upon debrief session outcomes.

s.  Archive NGB Principal notes for each topic.

t.  Close ETS task after ensuring necessary information is entered in task details and workflow comments.

2.  <u>NG-J8</u>.  NG-J8 will:

a.  Provide NG-JACO-JIC with updates to the 3-Star Review and DMAG schedules, as they occur.

b.  Provide NG-JACO-JIC with updates to the Strategic Portfolio Review (SPR) teams.

3.  <u>NGJS Deputy Directors and Office Chiefs</u>.  NGJS Deputy Directors and Office Chiefs, either directly or via their respective NGJS workflow managers will:

a.  Reply to NG-JACO-JIC NLT within one business day after receipt of ETS task to confirm or reject proposed topic assignment as OPR.  NG-JACO-JIC will assume concurrence with assigned tasks should if no response is received.

b.  Request to be assigned as an OCR for relevant topics.

4. <u>NGJS Workflow Managers</u>.  NGJS workflow managers will:

    a.  Accept distributed governance meeting tasks when assigned as an OPR or OCR, or adhere to procedures for rejecting a task.

    b.  Assign AOs within 24 hours of receipt of governance meeting task.

    c.  Ensure AOs enter contact information onto the governance meeting task coordination sheet.

    d.  Assign an alternate AO should the original AO change for any reason. Ensure the coordination sheet is updated to reflect the change.

    e.  Ensure OPR AO inputs are delivered to NG-JACO-JIC NLT three hours prior to the preparatory session.

    f.  Ensure OCR AO inputs are delivered to OPR AO promptly for consideration in the consolidated NGB position for the topic.

5. <u>GMT</u>.  GMTs will:

    a.  Accept distributed governance meeting tasks when assigned as an OCR.

    b.  Assign AOs IAW established service procedures within 24 hours of receipt of governance meeting task.

    c.  Ensure AOs enter contact information onto the governance meeting task coordination sheet.

    d.  Assign an alternate AO should the original AO change for any reason. Ensure the coordination sheet is updated to reflect the change.

    e.  Ensure AO inputs are delivered to OPR AO promptly for consideration in the consolidated NGB position for the topic.

    f.  Determine Secured Video-Teleconference (SVTC) preparatory and debrief session requirements, and coordinate with NGB Information Technology (IT) and NG-JACO-JIC.

6. <u>OPR AOs</u>.  OPR AOs will:

    a.  Read the instructions in the ETS task.

    b.  Confirm contact information on the coordination sheet is correct.

c.  Conduct research as needed and prepare the Prebrief Sheet as well as other documents on the assigned topic in coordination with the OCR AOs.

(1)  Contact NG-JACO-JIC for copies of previous or related governance meeting notes.

(2)  Contact JS AOs for clarification or questions on topic nuances.

(3)  Distribute task to additional NGJS OCRs as required to provide a comprehensive and well-researched response.

d.  Contact the NGJS, ARNG and ANG OCR AOs and coordinate responses, as needed, to properly prepare the NGB Principal for the meeting.

(1)  Contact OCR AOs after topic assignment without delay.

(2)  Capture perspectives on proposed action and their effects on the NG in general, and the ARNG or ANG in particular.

e.  Ascertain the Services' positions.

f.  Reconcile NGJS, ARNG and ANG OCR views into a single, coordinated NGB position representing stakeholder perspectives on the topic.

(1)  Prepare to present majority and minority views, should reconciliation fail to attain a single position.

(2)  Avoid disputes at the preparatory session, should reconciliation fail.

g.  Ensure proposed response is reviewed by directorate or office leadership.

(1)  Prefer Deputy Director or Office Chief review position.

(2)  The first O5/O6 or civilian equivalent in the chain of command should review position, as a minimum.

h.  Provide NG-JACO-JIC with RAH materials NLT three hours prior to the preparatory session.

i.  Review the NGB Principal's binder with NG-JACO-JIC NLT thirty minutes prior to the preparatory session, to ensure RAH materials are organized properly.

j.  Conduct prebrief.

(1)  Prepare to discuss the topic issue, history, Service views and present any last-minute changes to the Prebrief Sheet.

(2)  Anticipate NGB Principal's questions and prepare responses.

k.  Attend governance meeting with NGB Principal, as required.

(1)  Complete Debrief Notes sheet for recording the final NGB agenda topic position, Service positions, and salient meeting points.

(2)  Provide Outbrief to NG-JACO within one business day of the governance meeting.

l.  Attend debrief session.

(1)  Note RFI or follow-up tasks based on the governance meeting.

(2)  Complete RFI or follow-up tasks promptly.

7.  <u>OCR AOs</u>.  OCR AOs will:

a.  Read the instructions in the ETS task.

b.  Confirm contact information on the coordination sheet is correct.

c.  Conduct research on the assigned topic.

d.  Coordinate topic with OPR AO.

e.  Ensure proposed response is reviewed by directorate or office leadership.

(1)  Prefer Deputy Director or Office Chief review position.

(2)  The first O5/O6 or civilian equivalent in the chain of command should review position, as a minimum.

f.  Provide OPR AO with topic response promptly.

g.  Attend preparatory and debrief sessions.

8.  <u>Directorate of Intelligence (NG-J2)</u>.  NG-J2 will:

a.  Promulgate and publish procedures for Sensitive Compartmented Information Facility (SCIF) pre-clearance per reference q.

b.  Confirm individuals requiring access to SCIFs for preparatory and debrief sessions held above "Secret" have the required security clearance.

ENCLOSURE H

PREPARATORY AND DEBRIEF SESSIONS

1.  Preparatory and Debrief Sessions.

    a.  Preparatory sessions ensure the NGB Principal is fully informed for discussing governance meeting topics.  This enables the NGB Principal to:

        (1)  Contribute effectively to the discussion.

        (2)  Affect the forum's outcome.

        (3)  Properly represent the NG position.

    b.  Debrief sessions provide the results of the governance meeting.  Should a meeting agenda issue go unresolved, the debrief serves to prepare the NGB for the follow-on meeting.

    c.  The NGB Principal's support staff determines date, time, and location of preparatory and debrief sessions with consideration of security classification, and receipt of meeting materials by NG-JACO-JIC.

        (1)  Preparatory and debrief session locations must meet the security classification of the topic agenda.

        (2)  Preparatory sessions should be scheduled no earlier than the business day before the governance meeting because RAH materials are normally available no earlier than two business days prior to the governance meeting.

2.  Meeting Notifications.

    a.  Calendar invites for preparatory and debrief sessions originate from the NGB Principal (primary or alternate) support staff attending the governance meeting.  The NGB Principal's support staff will notify NG-JACO-JIC of the type of session, location, date, and time using an Outlook calendar invitation.  The invitation should contain the type of meeting and the agenda topic.

    b.  NG-JACO-JIC forwards invitations to all NGJS parties with vested interest per the respective ETS Coordination Sheet and the ARNG SGS JACO and ANG CCXA workflow managers based on type of governance.

        (1)  Forwarded invitations advise all concerned of the following:

(a) Type of meeting and topic.

(b) Meeting date and time.

(c) Location for preparatory or debrief session.

(d) Assigned OPR.

(e) Assigned OPR AO.

(f) Security classification.

(g) Instructions for obtaining meeting materials.

(h) Coordination requirements and suspense dates and times for the assigned NGJS OPR and OCR AOs.

(i) Instructions for the NGJS OPR regarding RAH materials delivery, suspense, and final review of the NGB Principal's binder.

(2) Invitees are determined by the type of meeting.

(a) Four-star governance meetings (JCS and DMAG) include the following attendees:

1. NGB Principal attending previous OPSDEPS or 3-Star Review, on the same topic.

2. NGB Planner.

3. NG-JS OPR and OCR AOs assigned by the directorates or offices, and listed on the coordination sheet.

4. Assigned AO's directorate or office leadership (Director or Chief, Deputy Director or Deputy Chief, and XO).

5. ARNG and ANG GMTs forward invites to respective AOs.

6. Office of the NGB Chief Counsel (NGB-JA).

7. NG-J3/7 Leadership.

8. NG-J5 Leadership.

9. NG-J8 Leadership.

10.  NGB-CAG.

11.  The NGB Legislative Liaison.

12.  The Foreign Policy Advisor.

13.  The Senior Enlisted Advisor.

14.  NG-J2 personnel, should meeting materials be classified above "Secret."

(b)  All other governance meetings include the following attendees:

1.  NGB Planner.

2.  NGJS OPR and OCR AOs assigned by the directorates or offices and listed on the coordination sheet.

3.  Assigned AO's directorate or office leadership (Director or Chief, Deputy Director or Deputy Chief, and XO).

4.  ARNG and ANG GMTs forward invites to respective AOs.

5.  NGB-JA.

6.  NG-J2 Pentagon personnel, should meeting materials be classified above "Secret."

c.  Action Officers in receipt of an Outlook invitation per Section (2)(a) or (2)(b), should attend both preparatory and debrief sessions.

d.  The attendees listed in paragraph (2)(a)7. through (2)(a)13. above, are not mandatory attendees.  These individuals receive a "courtesy copy" of the invitation and may attend topics of interest.

e.  The NGB Principal's support staff will cancel the original Microsoft Outlook preparatory invitation should a meeting topic be cancelled.  Removing the meeting from the Microsoft Outlook calendar does not generate the required documentation to forward to previous invitees.

f.  The NGB Principal's support staff will amend the original Microsoft Outlook invitation following changes to the preparatory or debrief session date, time, or location.

g.  The NGB Principal's support staff will cancel the original Microsoft Outlook invitation should a meeting topic change.  Amending the invite in Microsoft Outlook does not allow NG-JACO-JIC to adjust the invitees prior to dissemination.

3.  Classification Requirements.  Both preparatory and debrief session locations must meet or exceed the security classification of the meeting materials presented.

4.  SVTC.  AOs may use SVTC resources at governance meeting preparatory and debrief sessions.

a.  AOs requiring secured SVTC capabilities with assigned classifications of "Secret" or below must contact their GMT.  The GMT will coordinate secured SVTC services with NGJS IT and notify the NG-JACO-JIC at least one day prior to the preparatory or debrief sessions.

b.  SCIFs are available for meeting topics requiring secured SVTC capabilities with assigned classifications above "Secret".  The NGB Principal support staff will coordinate use of SCIF facilities with NG-J2 prior to forwarding governance meeting invitations to NG-JACO-JIC.

5.  Preparatory Session Binders.  NG-JACO-JIC will assemble binders for governance meetings preparatory sessions using RAH materials provided by the OSD or JCS initiator and collated by the NGJS OPR for inclusion with other required NG documents specified in this manual.

a.  NGB Principal binders include:

(1)  A classification cover sheet.  Governance meeting topics and the highest level of classified material contained in the binder are indicated by the classification cover sheet.

(2)  A seating chart.  Seating charts are placed after the classification cover sheet and will correspond to the meeting agenda for binders containing more than one topic.

(3)  The Prebrief Sheet.

(4)  An acronym list, if applicable.

(5)  Slides with facer pages inserted.  Facer slides are inserted facing the supported slide and are affixed to the back of the previous slide.

(6)  Other supporting documents.

(7)  Binders containing more than one topic, will provide items in a.(3) through a.(6) above, in separate sections corresponding to the meeting agenda.

(8)  No additional documents will be accepted without NGB Planner approval after the binders are assembled.

(9)  Occasionally, slides from previous prebrief, debrief, or governance meeting may be inserted into the preparatory binder should newer slides be unavailable.

b.  Should slide updates become available during the NGB Principal preparatory session, NG-JACO-JIC will collect and update the NGB Principal's and Planner's binders before the governance meeting.

c.  NG-JACO-JIC prepares three additional briefing binders to be made available at the preparatory session, unless otherwise directed.  NG-JACO-JIC will provide these binders to the following:

(1)  The NGB Planner.

(2)  The Primary briefer.

(3)  Should two or more topics be prepped on the same day, the NGJS OPR AOs receive only a copy of their topic in a folder.  The NGB Principal and Planner in attendance receive binders containing all topics.

(4)  Distinguished attendees such as another GOs, SES, Senior Enlisted Advisor or others as determined by the NGB Planner may be provided the spare binder.

d.  At the conclusion of the governance meeting debrief session, attendees will return all binders to NG-JACO-JIC.

6.  Preparatory Session Brief.  During the verbal prebrief portion of the preparatory session, the NGB Principal will be advised of the type of meeting, decisional or informational, and whether the topic has been addressed previously.  If so, the NGB's past position, topic details, and key issues will be reviewed.  New information will be discussed in light of how it currently affects the NGB.  Finally, the OPR AO recommends the current NGB position and the rationale for this position.  The briefer will review the slides and explain all facer pages, acronyms, and supporting documents with the NGB Principal.

7.  Required Debrief Session Documents.  The NGB Planner or OPR AO accompanying the NGB Principal to the governance meeting is issued a Debrief Notes Sheet, before the meeting, to record the NGB's final position, Service views, and salient meeting points.  The OPR AO will receive and complete the Debrief Notes Sheet during this session should the NGB Principal attend the governance meeting without a Planner or AO.  The document is used to complete an NGB Outbrief.  NG-JACO-JIC distributes approved outbriefs to the directorates and invitees within three business days following the governance meeting.

8.  Debrief Session.  Debriefs are normally held the same day as the governance meetings and may be subject to time changes.  Attendees should mimic the preparatory session.  The NGB Principal will provide meeting decisions, key points, follow-on tasks, and the NGB way ahead on the governance meeting topic.  The OPR AO is responsible to capture these points on the Debrief Notes Sheet, if required.

9.  Conclusion of the Preparatory or Debrief Session.

    a.  Should the NGB Principal retain their governance meeting binder following the preparatory session, the NG-JACO escorts the NGB Principal to the governance meeting location and will carry the binder in a classified courier bag.

    b.  NG-JACO-JIC will retrieve all meeting binders following the debrief session to retain and archive the contents of the NGB Principal's binder and the final Debrief Sheet.

    c.  The NGB Principal may request additional information on a specific aspect of the topic during the debrief.  NG-JACO-JIC will create ETS staff action(s) to track these task(s) to completion.

ENCLOSURE I

FILE MANAGEMENT

1.  NG-JACO-JIC archives governance meeting briefing binder documents per NG Records Management policy.  Briefing binders are a compilation of technical and administrative work intended to prepare NGB Principals to conduct business.  The final binder material, along with the NGB Principal's notes, are collected and saved as an official record.

2.  Governance meeting documents assigned a classification of "Secret" or below are archived on the SIPRNET shared drive.  Folders are organized by type of governance meeting, date, and topic.

3.  Governance meeting documents assigned a classification above "Secret" or accompanied by an ACCM are archived on the NG-JACO JWICS shared drive. Folders are organized by type of governance meeting, date, and topic.

ENCLOSURE J

REFERENCES

a.  CNGB Instruction 5052.01, 02 November 2015, "DoD Governance Meetings"

b.  10 U.S.C. Chapter 1011, "National Guard Bureau"

c.  10 U.S.C. § 151, "Joint Chiefs of Staff: Composition; Functions"

d.  DoD Directive 5105.77, 30 October 2015, "National Guard Bureau (NGB)"

e.  DoD Directive 5105.79, 19 May 2008, "DoD Senior Governance Councils"

f.  JS Instruction 5711.01E, 24 May 2013, "Action Processing"

g. CNGB Instruction 0100.01, 11 January 2013, "Organization of the National Guard Bureau"

h.  OSD Memorandum, 23 May 2014, "Framework for the Deputy's Management Action Group"

i.  NGB Memorandum, 05 January 2015, "NG-JACO Planners"

j.  CJCS Instruction 5002.01, 13 December 2010, "Meetings in the JCS Conference Room"

k.  DoD Instruction 5205.11, 06 February 2013, "Management, Administration, and Oversight of DoD Special Access Programs (SAPs)"

l.  CJCS Manual 3213.02 Series, "Focal Point Program" (Not available on unclassified internet.)

m.  CNGB Manual 5050.01A, 31 August 2012, "National Guard Bureau Staff Actions Process and Procedures"

n.  DoD Manual 5200.01, 24 February 2012, "DoD Information Security Program"

o.  GKO Portal>Joint Integration and Coordination>DoD Governance Meetings>Calendar,  <https://gkoportal.ng.mil/joint/JACO/JACO-JIC/SitePages/Home.aspx>  (NIPRNET–accessed 08 July 2016)

p.  NGB Memorandum, 21 January 2016, "Appointment of the Director of the National Guard Bureau Joint Staff (DNGBJS)"

q.  DoD Manual 5105.21-V2, 19 October 2012, "Sensitive Compartmented Information (SCI) Administrative Security Manual: Administration of Physical Security, Visitor Control and Technical Security"

GLOSSARY

PART I.  ACRONYMS

| | |
|---|---|
| ACCM | Alternative Compensatory Control Measure |
| ANG | Air National Guard |
| AO | Action Officer |
| ARNG | Army National Guard |
| CAPE | Cost Assessment & Program Evaluation |
| CJCS | Chairman of the Joint Chiefs of Staff |
| CNGB | Chief of the National Guard Bureau |
| DCMO | Deputy Chief Management Office |
| DepSecDef | Deputy Secretary of Defense |
| DJS | Director of the Joint Staff |
| DMAG | Deputy's Management Action Group |
| DoD | Department of Defense |
| ETS | Electronic Tasking System |
| GO | General Officer |
| GKO | Guard Knowledge Online |
| GMT | Governance Meeting Team |
| IAW | In accordance with |
| JCS | Joint Chiefs of Staff |
| JWICS | Joint Worldwide Intelligence Communications System |
| JS | Joint Staff |
| JSAP | Joint Staff Action Process |
| NG | National Guard |
| NG-J2 | Directorate of Intelligence |
| NG-J3/7 | Directorate of Domestic Operations and Force Development |
| NG-J5 | Directorate of Plans, Policy and International Affairs |
| NG-J8 | Directorate of Resource Management and Comptroller |
| NG-JACO | National Guard Joint Actions Control Office |
| NG-JACO-JIC | Joint Intergration Coordination Division |
| NGB | National Guard Bureau |
| NGB-JA | Office of the National Guard Bureau Chief Counsel |
| NGJS | National Guard Joint Staff |
| NIPRNET | Nonsecure Internet Protocol Router Network |
| NLT | No later than |
| OCR | Office of Coordinating Responsibility |
| OPR | Office of Primary Responsibility |
| OPSDEPS | Operations Deputy |
| OSD | Office of the Secretary of Defense |
| RAH | Read Ahead |
| RFI | Request for Information |
| SAJM | Special Actions Joint Matters |
| SCIF | Sensitive Compartmented Information Facility |

SGS                    Secretariat of the General Staff
SES                    Senior Executive Service
SecDef                 Secretary of Defense
SIPRNET                Secret Internet Protocol Router Network
SLC                    Secretary's Leadership Council
SSS                    Strategic Seminar Series
SVTC                   Secured Video-Teleconference
VCJCS                  Vice Chairman of the Joint Chiefs of Staff
VDJS                   Vice Director of the Joint Staff
VCNGB                  Vice Chief of the National Guard Bureau
XO                     Executive Officer

## PART II.  DEFINITIONS

DoD Governance Meetings -- Senior level Office of the Secretary of Defense and Joint Chiefs of Staff meetings that determine plans and policy, resource management, strategic direction and consider other directed topics facing the Department of Defense.

Governance Meeting Teams -- National Guard Bureau entities consisting of the Joint Actions Control Office Joint Integration and Coordination Division, the Office of the Secretary of the General Staff of the Army National Guard and the Commander's Action Group of the Air National Guard that have tasking authority for the purpose of Department of Defense governance meetings within their respective staffs.

NGB Principal -- The General Officer or Senior Executive Service equivalent designated as the primary or alternate representative to Department of Defense governance meetings.

Office of Coordinating Responsibility -- Supporting directorates or offices within the National Guard Bureau, the Army National Guard and Air National Guard that provide input to an Office of Primary Responsibility regarding Department of Defense governance meeting topics.

Office of Primary Responsibility -- Lead directorate or office within the National Guard Bureau Joint Staff that researches and coordinates governance meeting topics.

Read Ahead Materials -- General term used to refer to the slides and other documents supplied by the Office of the Secretary of Defense or the Joint Chiefs of Staff regarding a scheduled topic for a DoD governance meeting.  May also refer to documents/additional materials supplied by the National Guard Joint Staff Office of Primary Responsibility Action Officer to the National Guard Joint Actions Control Office Joint Integration Division for National Guard Bureau Principal's preparatory binder.

TANK -- Refers to the Joint Chiefs of Staff conference room within the Pentagon as well as an informal reference to the Joint Chiefs of Staff or Operations Deputies meetings held within the conference room.