

Operations Support

**AIR NATIONAL GUARD PROGRAM CHANGE REQUESTS -
GUARD CHANGE REQUESTS (GCR)**

This instruction implements AFPD 16-5, Planning, Programming, and Budgeting System. The GCR Process is best described as a mechanism to ensure scarce ANG resources are exhausted against critical mission requirements. ANG execution budgets are constructed using the best knowledge available during a short window of opportunity in the preceding year. These budgets are constrained and demand compliance to meet programmed training. The current fiscal environment restricts discretionary or "line of sight" ANG resource allocation during the execution year. Given these conditions, resource requests outside the ANG Budget need critical oversight and a disciplined corporate review by the ANG Corporate Process to ensure mission priorities are met. An arbitrary threshold of \$100K or ANY manpower plus-ups precipitates the need for a GCR.

1. General Guidelines for Air National Guard (ANG) Program Change Requests:

- 1.1. If operational or fiscal requirements necessitate changes to the ANG program outside the normal planning, programming, budgeting systems (PPBS) cycle, ANG directorates will submit resource Guard Change Requests (GCRs) through the ANG corporate structure.
- 1.2. The GCR is used to make small ANG program changes to the execution and budget years.
- 1.3. Issues destined to become a GCR must have the applicable ANG Integrated Process Team's (IPT) approval.
- 1.4. GCR format will be in accordance with (IAW) guidance from the Directorate of Operations, Plans and Programs (ANG/XOPI) to include; Staff Summary Sheet, Office of the Director, Air National Guard (NGB/CF) Directive Memorandum, Excel Spreadsheet identifying resources to be moved, other background information if appropriate.
- 1.5. Final GCR approval authority is NGB/CF.

2. GCR Coordination. The most important aspect of the GCR process is directorate coordination. Directorates must understand the issues addressed, the justification, and resultant mission/readiness impacts of the GCR and associated resource movement within the ANG program and budgets.

3. GCR Procedures/Process:

- 3.1. Program Element Monitors (PEMs)/other action officers (AOs) will normally submit changes to the ANG Program through the normal PPBS cycles, i.e., the Program Objective Memorandum (POM), Budget Estimation Submission (BES), or the President's budget (PB).
- 3.2. If an ANG issue arises affecting the execution or budget years; the responsible PEM/AO will forward this issue to the applicable ANG IPT. If no applicable ANG IPT exists each issue must have, at a minimum, three letter coordination from XO, FM, MP, SC, LG and CE. Other directorate coordination will be on an "as-needed" basis.
- 3.3. With applicable ANG IPT concurrence, the PEM/AO will formulate the issue into an ANG GCR (see NGB/XOPI for assistance).
- 3.4. NGB/XOPI will assign the issue a number, provide guidance, and ensure the GCR meets accepted format and content requirements.
 - 3.4.1. When complete, the GCR will be distributed and briefed at the next ANG Resource IPT for corporate review. If the issue is approved, Resource IPT members will ensure their directorate coordinates (concur or non-concur) on the issue.
 - 3.4.2. Following Resource IPT approval and directorate coordination, the GCR will be briefed at the ANG Executive Working Group (EWG). If the issue is approved by the EWG, it will be forwarded to NGB/CF for signature and implementation.
 - 3.4.2.1. NOTE: For NGB/CF "Top Down" directed changes to the ANG execution or budget years; an ANG PEM or AO will be assigned to oversee the GCR formulation and approval through the process.
 - 3.4.3. Following NGB/CF signature, affected directorates will execute the approved decision.

3.4.4. After NGB/CF approval, NGB/XOPI will ensure that follow-on actions are begun. When required, a Description of Proposed Actions and Alternatives (DOPAA) will be prepared, public announcements will be accomplished, and any actions requiring AF/PEO approval will be submitted to the Air Staff. NGB/XOPI will initiate a Schedule of Change (SOC) to update the USAF Program for Installations, Units and Priorities.

4. GCR Package Preparation:

4.1. The GCR will detail the justification and costs for the resource re-allocation. PEMs/AOs will delineate specifics of manpower, force structure, and funds to be moved.

4.2. The GCR is comprised of four sections:

4.2.1. Staff Summary Sheet. This is the executive summary of the issue and required associated offsets.

4.2.2. NGB/CF Directive. A memorandum for NGB/CF signature to implement the GCR.

4.2.3. Background information. This section will contain the details of the issues and history of the events leading to the request. The amount of material in this section is at the PEM/AO's discretion; but should contain sufficient detail to fully describe the options being presented. The PEM/AO must also include the impact of not implementing the proposed change.

4.2.4. Coordinated Resource Spreadsheet. All GCRs will contain a coordinated Excel spreadsheet identifying the offsets needed to effect the issue. Cost estimates will be provided by the Directorate of Financial Management and Comptroller, Budget (NGB/FMA). Resource offset identification will include program element, appropriation, and cost element detail. Additionally, Base Operating Support, Operations and Maintenance, Environmental Compliance, Real Property Maintenance, Communications, Formal Schools, Training and Military Construction costs must be addressed. If no impact, so state. Any envisioned cost savings should be identified.

4.2.5. If a GCR is approved by the ANG corporate process, the sponsoring PEM/AO will submit the issue as a POM Initiative or Disconnect during the next POM exercise. See ANG/XOPI for details.

5. GCR Process Improvements. NGB/XOPI is the OPR for the GCR process. Please submit suggestions for improvement through your directorate.

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