



# CHIEF NATIONAL GUARD BUREAU MANUAL

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NGB-ZA-E  
DISTRIBUTION: A

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## NATIONAL GUARD BUREAU STAFF ACTION PROCESS AND PROCEDURES

Reference(s): See Enclosure L.

1. Purpose. This document provides guidance for preparing, coordinating, and completing staff actions for all offices of the National Guard Bureau (NGB) to include Personal Staff, NGB-Joint Staff, and Army and Air Directorates.
2. Cancellation. This manual cancels all previous editions of NGB Memorandum 25-50/33-3, its amendments, and the interim guidance published 14 Jul 04.
3. Applicability. This manual applies to all NGB elements. It is distributed to other agencies for information.
4. Procedures. See Enclosure B.
5. Summary of Changes. This manual cancels all previous editions of NGB Memorandum 25-50/33-3, its amendments, and the interim guidance published 14 Jul 04.
6. Releasability. This manual is approved for public release; distribution is unlimited. NGB directorates, Adjutants General and Commanding General of the District of Columbia and Joint Force Headquarters-State may obtain copies of this manual through [www.ngbpdc.ngb.army.mil](http://www.ngbpdc.ngb.army.mil) and Guard Knowledge Online (GKO).
7. Effective Date. This manual is effective upon publication.

**UNCLASSIFIED**



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Enclosure(s):

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ENCLOSURE A

STAFF RELATIONSHIPS & RESPONSIBILITIES

a. Chief, National Guard Bureau (CNGB). In accordance with DoDD 5105.77, 21 May 08, the CNGB, under the authority, direction, and control of the Secretary of Defense (SecDef), approves and establishes overall policy, direction, and guidance for the NGB.

b. The Executive Secretariat Office (ExecSec). The ExecSec is the focal point for NGB oversight of all correspondence, information, and action documents originating from or routed to the CNGB.

(1) Provides direction and guidance for processing and coordinating all NGB actions.

(2) Monitors suspense dates on all NGB staff actions requiring CNGB signature.

(3) Assigns actions to the appropriate Action Control Office (ACO) for coordination and staffing.

(4) Reviews all NGB staff actions for CNGB signature prior to submitting to CNGB, with the exception of "Eyes Only" packages, which are reviewed solely by authorized personnel.

(5) Ensures, in coordination with the ACO that staffed packages and responses to tasking agencies are complete, properly formatted, assembled, and coordinated. Insufficient responses will be returned to the Action Officer (AO) for correction.

c. Service Directorates. NGB Service Directorates include the Army National Guard (ARNG), Air National Guard (ANG) and the NGB Joint Staff. The Directorate ACOs are the Army National Guard Secretary General Staff, (ARNG-SGS); the ANG Workflow; and the Secretariat to the Joint Staff Office, NGB-SJS.

d. Action Control Offices. Also referred to as Staff Action Control Offices ((SACO) or ACO) include: ARNG-SGS – Army National Guard; ANG SACO-Air National Guard and NGB/CF Workflow; NGB-SJS-NGB Joint Staff; and NGB-LL -Legislative Liaison Division. The SACOs maintain a close liaison with

tasking agencies, internal and external to the NGB. They ensure staff actions are entered into the Joint Application Staff Management System (JASMS) immediately and task to the correct directorate or division for action. All taskings must be routed through the appropriate SACO to ensure proper workflow accounting and management. PT (POAC) Enclosure C outlines instructions for completing the NGB Staff Summary Sheet (SSS) and assembling staff packages. The SACOs will ensure:

(1) The respective ACO reviews all staff actions and correspondence for quality before elevating for signature/approval to their Director or the CNGB;

(2) The facilitating of all actions and correspondence via the Action Officer (AO) to enable completion by the suspense date in a professional and timely manner;

(3) That an internal process is in place to monitor unexecuted actions;

(4) Workflow Managers (WM) are given permissions to review, edit, and accomplish quality control oversight of all actions; and

(5) All AOs, WMs, and Executive Officers (XO) receive action officer and JASMS training.

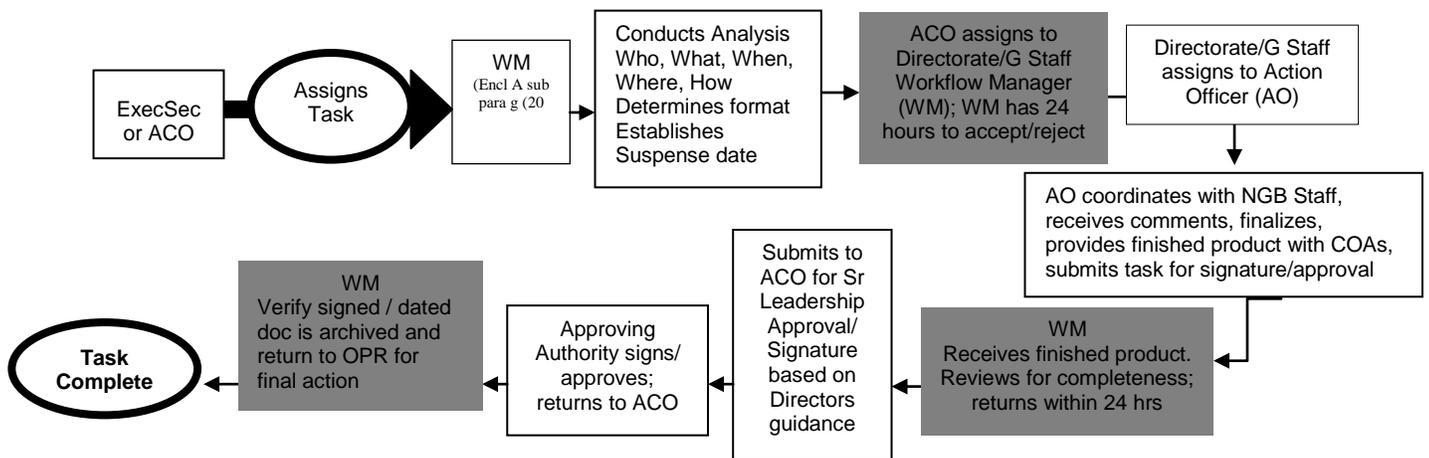
e. The NGB-Directorate/G Staff Chiefs (O6/O5). These are ultimately responsible for tasks received. They will ensure their AOs/staff are properly trained and have all resources available to complete tasks assigned to them by the assigned suspense date.

f. Executive Officer (XO). In addition to being a NGB Action Officer, XOs for all NGB staff directorates will ensure, at a minimum, that directorate/division-level workflow managers are assigned and trained to function as primary and alternate Points of Contact (POC) for all task issues directed *to* or originating *from* their offices. In absence of an XO, responsibility falls upon Directorate/Division Chief.

g. Workflow Managers (WM). WMs are assigned within each NGB staff directorate. They distribute and monitor directorate tasks through JASMS or via Secret Internet Protocol Router Network (SIPRNET). WMs are responsible to ensure timely assignment/disposition of all tasks assigned/routed to a staff directorate/division via the JASMS and SIPRNET processes. WMs will ensure timely, not less than daily, notification of new tasks or issues with current

tasks to the XO and closely coordinate task assignment actions with them. WMs are expected to be the subject matter experts for JASMS, the SIPRNET task process, the staffing action process, and preparing paper packets (PP). The WM general action checklist items are:

- (1) Receive action from SACO;
- (2) Conduct analysis (Who, What, When, Where, How) and verify suspense;
- (3) Inform XO of new tasks or issues with current tasks; not less than daily;
- (4) Assign/return action to Division/Branch or AO within 24 hours;
- (5) Forward for signature/approval upon receipt from Division/Branch;
- (6) Verify all action attached documents; and
- (7) Route action to the Office of Primary Responsibility (OPR) for disposition.



**Figure 1. ACO vs. WM Workflow**

h. Action Officer (AO). The PT (POAC) AO is the individual responsible for the final action of and completing a task. The AO “owns” an action from the time the task is assigned to him/her through completion, and is personally responsible for completing all coordination as well as meeting all task suspense’s. The AO will:

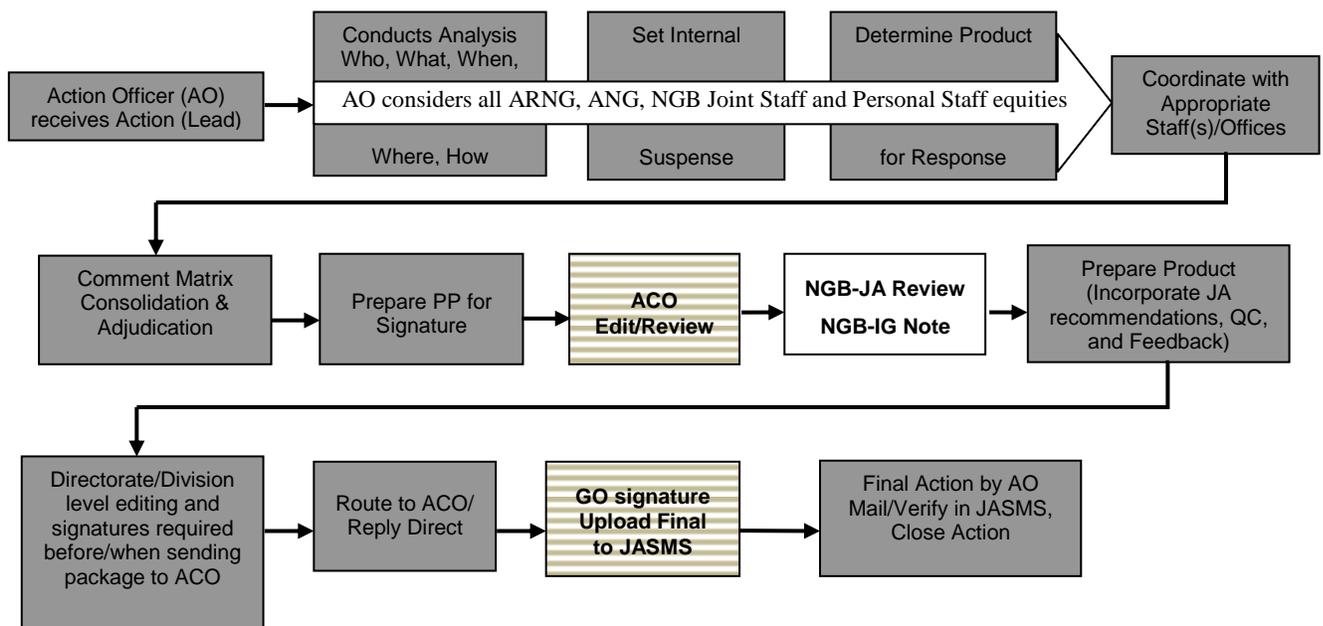
- (1) Upon receiving a task assignment, fill in the details in each block of the SSS (see Enclosure C);

(2) Ensure the task data in the JASMS and the SSS are current and complete;

(3) Take primary responsibility for ensuring the quality, accuracy, and completion of all staff packages and responses prior to submission to ExecSec/SGS/ANG SACO/SJS for signature by CNGB, VCNGB, DARNG, DANG, or C/DAM (NGB-ZC);

(4) Assign a co-lead and include their name/contact information in the workflow comments whenever the AO will be out of the office for two or more business days. Temporary AO unavailability is no excuse for a delayed tasking whether classified or unclassified. The alternate POC information will be listed in the JASMS task details and in the AOs “out of office” message; and

(5) Coordinate AO training with your ACO in the ARNG and ANG. The NGB-JS will coordinate training with NGB-J3/7 and Division Chiefs for enrollment in the NGB Joint Staff Action Officer Core (JSAOC) Course.



■ AO action required      ▨ ACO action required

**Figure 2. Action Officer Workflow**

ENCLOSURE B

STAFF ACTION PROCESS & PROCEDURES

1. Processes & Procedures.

a. Initiating Actions. Methods for originating actions within NGB are outlined below. Additionally, naming conventions should be used when creating a JASMS action subject title. See Enclosure K of this manual for further naming convention guidance. While the method by which tasks are issued may vary, each action requires a properly staffed response in accordance with the established suspense. The tasked agency and/or AO should contact the ACO immediately if they believe the action was misdirected.

(1) JASMS. The JASMS is the NGB primary task management system for processing unclassified actions. It is incumbent upon each AO to be trained and become proficient in this system. All actions must be routed via the JASMS with the exception of those items in paragraph (j) below. Using JASMS ensures proper tasking, staffing, tracking, and archiving of unclassified NGB internal and external actions.

(2) CNGB/VCNGB/DARNG/DANG Verbal or Written Tasks. Only CNGB, NGB-LL, DANG, DARNG, or the Office of the VCNGB may originate tasks verbally or via email, through their XOs or the ExecSec/ACOs. These actions generally will have an extremely short suspense (less than 24 hours). Other high-level short suspense tasks will be entered into JASMS as RED TOP task for immediate action.

b. Coordination. Coordination is a lateral activity occurring at any level. Coordination responses include “concur,” “concur with comments,” or “non-concur.” Do not confuse coordination with tasking; however, it is possible that a coordination request may become an internal task, directed downward only. Coordination may be accomplished via any means at the AO’s disposal, e.g., telephone, email, meetings, temporary duty (TDY), etc. Coordination, regardless of the method, must be detailed, captured, properly annotated, and included in the JASMS Workflow Comments and SSS. A comment matrix is highly recommended for staffing in order to standardize and organize coordinated comments. Upload adjudicated comments and all supporting documentation into JASMS as part of the final action.

(1) Mandatory Coordination with NGB-JA and NGB-IG. The Office of the Chief Counsel (NGB-JA) will review all actions signed by CNGB, VCNG, DANG,

or DARNG as required by CNGBI 5000.01, and other actions requiring legal review as necessary. All NGB-JA reviews require the action to be routed (not distributed) and allowed 10 working days to complete. The 10-day review period begins when NGB-JA receives the action electronically or via paper package. The NGB-JA reviews tasks only after all other coordination staffing is completed, to include editing. If NGB-JA cannot meet the established suspense, due to a highly complex issue, then JA will notify the AO to take action to adjust the suspense date. NGB-JA will return an action to the AO if there are legal issues. NGB-JA will route a legally sufficient action to NGB-IG. The NGB-IG will only review tasks after NGB-JA has completed their review.

(2) All AOs will review the CNGBI 5000.01 for all other mandatory coordination requirements throughout the NGB for policy and special action documents. The AO can also refer to Enclosure G-I for minimum staffing guidance for their Service Directorate.

c. Assignment/Re-assignment of actions. If a task is assigned to the incorrect office, then it must be returned to the ACO within one (1) business day. Additionally, the office returning the task should clearly articulate in the “Workflow Comment” section of JASMS why the task falls outside the mission of the directorate/division and recommend an appropriate Action Office. If the tasked office does not reject the action within one (1) business day, they are responsible for coordinating with the task’s office of primary responsibility and completing the action regardless of appropriateness of the assignment.

d. Setting Suspense. The agency/directorate that establishes a suspense date must grant a reasonable amount of time to accomplish the task. Tasked offices must complete the action by the suspense date or negotiate an extension with the tasking agency. The AO will notify the initiating office of all changes to suspense dates for formal tasking actions via the JASMS “Workflow Comments” section. Tasking timelines can vary based on the priority of the task. The following chart details some common timelines:

<b>Initiating Office</b>	<b>Nature of Task</b>	<b>Timeline</b>
ExecSec or ACO	RED TOP	1-2 business days *
External Primary Office**	Immediate	10 business days*
ExecSec or ACO	Routine	15 business days
Any (not LL)	Routine	15 business days +
DODI Publications (CNGB Primary Signature)	Coordination	20 business days

\* *Recommend coordinating via email and face-to-face with Initiating Office.*

*\*\* Congress, White House, Governors, HHQs. Foreign Embassies, DoD Principals, CJCS Principals, Army Sec (ECC), DA/USAF, CofSA/AF, TAG*

e. Staff Summary Sheet (SSS):

(1) Staffing basics. The SSS describes the tasking and records the formal coordination. Coordination between NGB will occur at the Directorate and Division Chief level (e.g. G1/A1/J1 direct coordination). The CNGB requires the Service Directors, or in their absence their Deputies/designated representatives, to coordinate for a CNGB/Principal level signature. Enclosure C provides instructions on the correct use of the SSS. If a staff agency fails to respond, then the AO must make positive contact with each non-responding office in accordance with the SSS.

(2) “Concur with comment” and “non-concur” comments by NGB staff offices will be recorded on a comment matrix and attached as a tab in the final package. Make every effort to adjudicate non-concurs prior to going forward with the final package for approval. Handle adjudication at the appropriate staffing levels (AO, O6/Planner, and GO) internally and externally to NGB. The AO may need to staff an action to one level of an NGB Directorate, and revise the SSS to reflect leadership for the final staffing. Include all staffing documentation as an attachment. The SSS for final signature will contain all relevant facts and be complete, concise, and clear.

f. Department of Defense Portal. Instruction (DODI), Memorandum (DODM), Directive (DODD) Publications and Directive Type Memoranda (DTM) tasks. Tasks pulled from the DOD Portal by the ExecSec office may come to NGB as coordination at the “Collateral” or “Primary” CNGB signature levels. A timeframe of 20 business days (4 weeks) is given to all coordinating agencies to complete coordination and provide a response of concur or non-concur with substantial and /or critical comments. A working group coordination team (WGCT), as defined in Enclosure GL, is highly recommended to expedite coordination within the National Guard Bureau with these tasks. The AO should push out the information to relevant team members immediately and begin the review process in order for the WGCT to complete the task in the provided 15 business days of staffing. Submission for CNGB signature must be obtained before the 20th day to ensure NGB input via the DoD Portal or other means as tasked. Therefore, the internal suspense date will be set at 15 business days allowing for the CNGB directed timeline of not less than five business days for his review and signature.

g. Attachments. Naming conventions should be used when attaching documents that are tabbed in the PP. See Enclosure K of this manual for additional naming convention uses. Unlimited documents can be attached in JASMS; however, the maximum file size limit for an individual electronic document is eight megabytes (MB). An attachment 8MB and larger is not a valid reason to bypass JASMS. Electronic files too large to load into JASMS will be divided into sections and uploaded in JASMS in sections; with a set naming convention for each of the sections: "Document Name" – Part 1, "Document Name" – Part 2, and so on.

h. Paper packages. Properly construct the PPs for presentation to the CNGB, VCNGB or either Service Director IAW Enclosure D. The PP is replicated in JASMS minus classified material. The packet will show a JASMS identification number on both the hard and soft copies of the SSS. Route the PP and electronic file simultaneously.

i. Classified Actions/Material. All classified and unclassified staff actions received on the SIPRNET will be staffed using the SIPRNET JASMS tasking system. Actions will be created and staffed in SIPR JASMS the same as in NIPR JASMS. In addition to the same business practices in NIPR JASMS being followed, the following are unique to classified actions/material:

(1) After an action has been created in SIPRNET JASMS, a NIPRNET email must be sent to the SACO and OPR.

(2) If a paper package is required for a SIPRNET JASMS action, then a red folder will be used for classified actions. Blue folders are used for unclassified SIPR actions. Attach the appropriate cover sheet to the folder. Mark the proper classification on all of the documents.

(3) The courier must follow proper classified delivery protocols when delivering a classified paper package.

j. Interim responses. When the AO cannot meet the suspense date for legitimate reasons, an interim response must be generated, signed by the Directorate/Division Chief (O-6 or equivalent), referencing the JASMS identification number. Reference the external task identification number if the task is from an external source. Interim responses must contain acknowledgment of receipt of the originating correspondence, name and phone number of the NGB POC for the action, and a reasonable anticipated date to provide a full response to the originator. Place a copy of the interim response into the JASMS task. The interim response may be in the form of an email unless directed to a General Officer or higher.

k. Extensions. Extensions must be requested through and granted by the original tasking agency subject originator. The AO must contact the initiating office to update the suspense when an extension is approved. The AO must provide “Workflow Comments” for suspense extensions. The comments must include the name of the person extending the suspense date and his/her contact information; otherwise the original suspense will remain unchanged, resulting in a possible overdue action, (In some cases attaching an email for proof of extension is acceptable when available). The initiating office is who can update the suspense date(s) in JASMS.

1. Closed Actions. An action is considered closed when the correspondence is approved, signed, and forwarded to the original tasking agency or when the memo or letter is mailed to the addressee. Upload any email documentation in the JASMS task for record. Only the initiating office may close actions unless otherwise noted in Task Instruction or Workflow Comments.

2. Exemptions to Initiating Actions in JASMS. The following items are exempt from the JASMS requirement due to their sensitive nature, recurrence, or lack of requirement for coordination or documentation. Exempt items are:

- a. Read-Aheads (RAHs);
- b. Inspector General (IG) inspections, complaints and reports;\*
- c. Any Judge Advocate (JA) action that would compromise client confidentiality;\*
- d. Congressional Inquiries (these should be entered afterward for record-keeping);
- e. Signature Cards;
- f. General Officer Management Office (GOMO) actions (other than non-general officer related actions);\*
- g. Equal Opportunity (EO) actions (other than routine work);\*
- h. Process Action Team/Tiger Team or Integrated Process Team communications;
- i. Trip Reports;
- j. Travel Vouchers;
- k. Time Cards (no SSS required);
- l. Leave Requests (no SSS required);
- m. Evaluation Reports (officer, enlisted, and civilian);\*
- n. Freedom of Information (FOIA)/Privacy Act actions, except forms and publications coordination;
- o. Conference Invitations;

- p. Medical Information specified in the Health Insurance Portability and Accountability Act; and
- q. Letters of Commendation and Star Notes (unless requested).

**Note.** Though such items are exempt, they may be staffed electronically unless marked with an asterisk (\*). Do not electronically staff items marked with an asterisk because they are sensitive in nature. Any task not staffed electronically must have a SSS affixed to the paper package, and a cover sheet may be entered into JASMS to track the action. The use of JASMS for “Info Only” tasks is discouraged as emailing is the best/quickest method of dissemination.

3. NGB Legislative Liaison (NGB-LL). The NGB-LL is the single POC for all congressional actions, communication, and inquiries for matters under CNGB jurisdiction including Director, Army National Guard (DARNG) and Director, Air National Guard (DANG). In this capacity, NGB-LL requires three distinct tasking functions. Only the Director, NGB-LL, or designee may grant extensions to the established suspense date of each of these taskings. If necessary, the OPR, in concert with NGB-LL, will prepare an interim response to the congressional member, committee, or staff.

(a) Formal Congressional Activities. NGB-LL personnel will task Formal Congressional Activities through JASMS. NGB-LL will direct all Formal Congressional Activity tasks to the appropriate ACO of the ARNG, ANG, and NGB Joint Staff, and inform the ACO of the tasking.

(b) Informal Congressional Activities. NGB-LL personnel have the authority to originate Informal Congressional Activity tasks directly to any individual or office within the NGB. NGB-LL may originate Informal Congressional Activity tasks verbally or via email. For purposes of historical documentation and future reference, NGB-LL may capture the final action and response to Informal Congressional Activity tasks using JASMS.

(c) Congressional Inquiries. NGB-LL-I is the single point of contact and repository for all written Congressional and White House correspondence on behalf the CNGB, VCNGB, DARNG, and DANG. NGB-LL-II is responsible for timely and accurate processing, integration and coordination of all staff actions in the Congressional/Presidential arena. In this role, NGB-LL-I has official direct tasking authority to each ACO as deemed by SJS, SGS and ANG SACO. All responses to Congressional or White House correspondence must be completed within the established suspense, normally three to five business

days of receipt. Extension to the suspense will be granted solely upon justification by the OPR's leadership. All other staffing performed by NGB-LL-I shall be subject to the same guidance spelled out in this document.

4. Training. All AOs assigned to NGB will attend their, Director approved, respective staff's Action Officer Course. Action Officers must attend the JASMS training course prior to being afforded access to JASMS.



ENCLOSURE C

INSTRUCTIONS FOR COMPLETING THE NGB SSS

1. The following example will aid in developing a correctly formatted and concise SSS. A SSS that does not comply with this guidance may be returned to the AO or office tasked by the ExecSec or the SGS/ANG SACO/SJS for correction.
2. The Subject block on this form is the same as the subject in the electronic tasking system and memo at TAB A. If a paper packet (PP) accompanies the electronic package, then check the "Paper packet – Yes" block on the JASMS Task Details page. PPs are normally not required until after staffing is complete, and the task is going to CNGB/VCNGB/DANG/DARNG for review and/or signature.
3. Always attach a current copy of the SSS to the task in the JASMS. All personnel are responsible for updating the SSS with typed signatures and re-attaching to the task upon completion of their assigned action. Maintain the SSS within the JASMS in electronically editable form, such as Microsoft Word. Do not be replace, substitute, or update the SSS with a document in a non-editable format such as Adobe PDF. Make a note on the electronic SSS when attaching a non-editable version containing an approving authority's signature. Electronic signatures (using Approve It) are authorized and highly recommended. Contact the Help Desk (HelpDeskNGB@ng.army.mil) if you do not have this capability on your computer. Contact your Directorate Workflow Manager or SACO with questions regarding the SSS.

NGB Staff Summary Sheet							
	To	Action	Signature (Surname), Grade, Date		To	Action	Signature (Surname), Grade, Date
1.	NGB-J25	Lead	Lewis, LTC, 1 Nov 10	14	NGB-JA	Review	Walken, LTC, 4 Dec 10 Concur
2.	NGB-J1	Coord	Costner, GS-15, 10 Nov 10 Concur	15	NGB-IG	Noted	Jones, LTC, 4 Dec 10
3.	NGB-J3	Coord	Aniston, Col, 14 Nov 10 Concur w/o comment	16	ANGRC/CC	Coord	Farley, Col, 11 Dec 10 Concur
4.	NGB-J4	Coord	Handy, GS-15, 10 Nov 10 Concur with comments	17	ARNG-CSZ-A	Coord	Winters, GS-15, 11 Dec 10 Concur
5.	NGB-J5	Coord	Bourne, Col, 14 Nov 10 Concur	18	NGB-ZB-A	Review	Aycock, COL, 12 Dec 10
6.	NGB-J6	Coord	Cagney, GS-15, 10 Nov 10 Concur with comments	19	NGB-ZB	Review	Manner, MG, 15 Dec 10
7.	NGB-J7	Coord	Goulet, GS-15, 6 Nov 10 Concur with comments	20	ARNG-ZA	Review	Carpenter, MG, 16 Dec 10
8.	NGB-J8	Coord	Bauer, COL, 13 Nov 10 Concur with comments	21	NGB/CF	Review	Wyatt, Lt. Gen, 16 Dec 10
9.	NGB-G3	Coord	Hope, LTC, 19 Nov 10 Concur w/o comment	22	NGB-ZC	Review	Wojtecki, COL, 16 Dec 10
10.	NGB-G6	Coord	Ackroyd, LTC, 12 Nov 10 Concur	23	Exec Sec	Review	Steffen, Lt Col, 17 Dec 10
11.	NGB/A7	Coord	Hanks, GS-15, 19 Nov 10 Concur	24	NGB-ZA	Sign	
12.	NGB-ZB-S	Review	Lewis-Miles, Maj, 22 Nov 10	25	NGB-J5	Archive	
13.	NGB-ZB-A	Review	Aycock, COL, 23 Nov 10				
<b>Grade and Surname of Action Officer</b>			<b>Symbol</b>	<b>Phone</b>		<b>Suspense Date</b>	
LTC Jerry Lewis			NGB-J25	703-XXX-XXXX		23 Dec 10	
<b>Subject (9999999)</b>						<b>SSS Date</b>	
Memorandum of Agreement (MOA) between National Guard Bureau (NGB) and U.S. Geological Survey (USGS)						1 Nov 10	
<b>Summary</b>							
<p><b>1. Timeline/Milestones.</b> Complete Joint Staff Staffing (<b>14 Nov 10</b>), Army/Air Coord (<b>21 Nov 10</b>), JA Review (<b>4 Dec 10</b>), DJS Signature (<b>20 Dec 10</b>), CNGB Approval (<b>23 Dec 10</b>). Approved by: COL Ferrell on 1 Nov 10.</p> <p><b>2. Purpose.</b> To obtain CNGB approval for the NGB/USGS MOA.</p> <p><b>3. Background.</b> The NGB/USGS MOA establishes an inter-agency collaboration involving roles and responsibilities for the Geospatial Information Interoperability Exploitation Portable (GIIEP) program. The GIIEP is a National Guard and Reserve equipment appropriation funded by the NGB and deployed to the 54 States and Territories. This system provides flexible full motion video exploitation and collaboration capability accessible to federal, state, and local domestic incident response partners.</p> <p><b>4. Discussion.</b> Under this MOA, NGB provides the GIIEP server and USGS provides the venue and system maintenance. Government servers are located at the USGS installations at Sioux Falls, SD and Redstone Arsenal, AL. Co-location of these servers increases efficiencies for both USGS and NGB.</p> <p><b>5. Recommendation.</b> CNGB sign the attached MOA at TAB A.</p>							
//Signed// JAMES MADISON, COL, MI Director, ISR Division NGB-J25				<b>TAB</b> A. MOA for CNGB Signature B. JA Comments C. MOA Appendix D. Adjudicated Comment Resolution Matrix			

**FIGURE 3. EXAMPLE SSS**

ENCLOSURE D

ASSEMBLY OF STAFF/PAPER PACKETS

1. Paper Packages (PP) are needed for actions requiring a Directorate or CNGB signature. Use a Navy Blue File Folder (Red Folder for classified packets) and include:

a. FRONT. Completed SSS attached with clam clips. JASMS identification number must be visible.

b. INSIDE RIGHT. (With white, black lettered tabs):

(1) TAB A. Document for CNGB or VCNGB signature with identifiable “Sign Here” sticker as indicator for signer (Required).

(2) TAB B. NGB-JA memorandum of legal sufficiency or comments (Required).

(3) TAB C. Incoming correspondence supporting the task (if applicable); additional attachments will be included in subsequent TABs. Documents included in the staff package that are identified as an enclosure on the memo at TAB A/1 will be arranged in the same order detailed in the memo for CNGB/Director’s signature. For example, if the memorandum for CNGB/VCNGB signature identifies two enclosures accompanying the memorandum, then those enclosures will be individually included in the PP at separate TABs, arranged in the same sequence as listed under the “Encl” section of the memorandum.

(4) Documents for signature by the CNGB and/or Directorates will be prepared on official NGB letterhead (ensure correct letterhead—Pentagon for CNGB, VCNGB, and C/DAM and other letterhead as appropriate for the signing authority). Place clear plastic Executive Correspondence cover over document unless the document is a routine form or a Star Note. Do not use plastic cover sheet for packages going for VCNGB signature.

c. INSIDE LEFT. Place for notes from Directors for CNGB regarding task in review. No other documents should be here when going for GO signature.

2. Staff packages must be thoroughly analyzed, coordinated, approved by the chain of command, and represent the best recommendation possible for that Directorate/Division.

3. It is the AO’s responsibility, as the owner of the action, to ensure all required documentation and coordination are complete and in the folder before

the staff action is forwarded to the appropriate SACO/ACO. It is the AO's responsibility to ensure that the SSS is properly filled out and all required offices have coordinated before the suspense date.

4. Packages signed by CNGB/VCNGB/DARNG/DANG or C/DAM will be returned to the proper SACO for processing in accordance to their own procedures of final disposition of documents, to include mailing, distributing, and archiving all signed correspondence.

ENCLOSURE E

STAFF WORK

1. Submitting completed staff work improves the quality of decisions, saves time, and allows actions to be worked accurately and decisions to be made effectively and efficiently.
2. Successful AOs make the three C's (Communicate, Coordinate, and Collaborate) the rule and not the exception.
3. Action Officers shape information into recommendations that become decisions upon approval. Completed staff work includes recommendations correctly formatted, properly prepared, fully checked for errors, and thoroughly coordinated.
4. Good staff work includes a fully staffed decision paper that recommends a clear decision, or a complete message dispatched on time to appropriate addressees.
5. Bad staff work is a decision paper submitted but not coordinated with all players, or an incomplete message that requires follow up correspondence to clarify the original request or message.
6. An AO's job is to advise leadership and recommend a course of action, not to ask them what to do. Leadership needs answers, not questions.
7. Complete staff work requires.
  - a. defining the problem;
  - b. analyzing possible solutions;
  - c. getting input by coordinating with proper offices;
  - d. forming assumptions;
  - e. identifying constraints;
  - f. developing and offering the best recommendation;
  - g. submitting an action requiring only approval or disapproval; and
  - h. preparing an action for signature before the suspense date.



ENCLOSURE F

COMMON BUSINESS PRACTICES

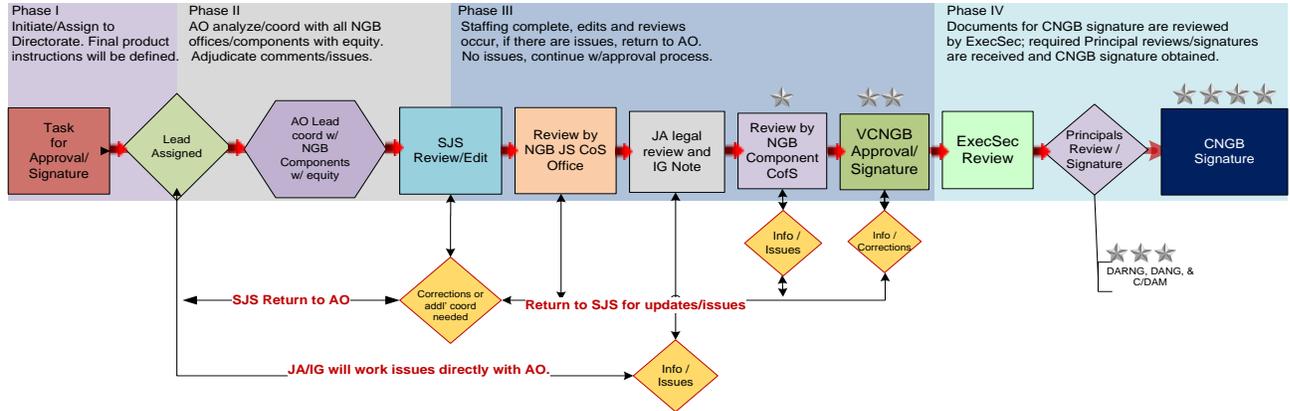
1. ExecSec Office communicates directly with SGS, CCY, CFX, SJS, and CNGB Personal Staff. ExecSec Office, with few exceptions, will not communicate directly with divisions/branches, etc.
2. Offices have 24 hours (1 business day) to review an action they receive to determine if their office is tasked appropriately. If the tasked office does not reject the action within 24 hours (one business day), then they are responsible for completing the action regardless of whether or not it falls within their area of responsibility.
3. The OPR will fill out the Staff Summary Sheets (SSS) as completely as possible. The initiating office will assist with filling out the SSS upon opening the action.
4. Do not place "Info Only" items in the JASMS. Use email instead.
5. Timelines in Enclosure B, paragraph 1.d. should be adhered to.
6. The term "COB" is not a legitimate suspense timeframe. All tasks will contain and adhere to specific suspense. Additionally, do not set a suspense time set after 1500 to allow senior leadership review in the event a task is due prior to the end of the normal duty day.
7. Do not set suspense dates for the final business day of the week. If a final suspense for an outside agency is on a Friday, then ExecSec must have it NLT 1500 on Wednesday if going for CNGB signature.
8. Include clear task instructions to the OPR. If the OPR does not understand the task instructions, then they are required to contact the ACO for clarification.
9. NGB-JA and NGB-IG (in that order) will review any task requiring CNGB signature, as required by CNGBI 5000.01. This is a required review before the action is sent to the ExecSec through the appropriate Directorate. There are no exceptions to this requirement.

ENCLOSURE G

NGB JOINT STAFF MINIMUM STAFF GUIDANCE

**FIGURE 4.**

**NGB Joint Staff Task Flow through CNGB Signature**



**DEFINE:**  
 - NGB Components: ARNG, ANG, NGB JS, C/DAM (ZC), & NGB Personal Staff  
 - AO: Action Officer

**FIGURE 5. TASK FLOW CHART**

**Minimal Staffing Requirements for NGB-ZB (VCNGB) Signature**

Office/Task	Memo-States/Agencies	Letter-TAG(s)/Agencies	Memo/Letter Non-commit Response	MOA/ MOU: Joint Staff Program	MOA/ MOU: NGB Program	Guidance to Joint Staff (Memo)	Policy to Joint Staff (Memo)	Conference Policy Request JS Host	External Publications for NGB AO to Directorate- GO Level Review	LL Responses: Joint Staff Program	LL Responses: NGB Program	GO Travel	Others Travel	GO Awards	Others Awards
SJS	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ZB-A	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
JA	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
IG	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
J1				X	X	X	X							X	X
J2						X	X								
J3/7						X	X								
J4						X	X								
J5				X	X	X	X								
J6						X	X								
J8				X	X	X	X	X							
DMI						X	X								
G Staff	X	X			X				X		X				
A Staff	X	X			X				X		X				
ZC Staff				X	X			X							
ARNG-CRZ	X	X			X	X	X		X		X				
ANGRC/CC	X	X			X	X	X		X		X				

Blocked areas are normally not included in the Staffing unless offices have equities in the task.  
CAVEAT: This covers the majority of tasks assigned to the NGB JS. There will be exceptions; be flexible and ask someone.

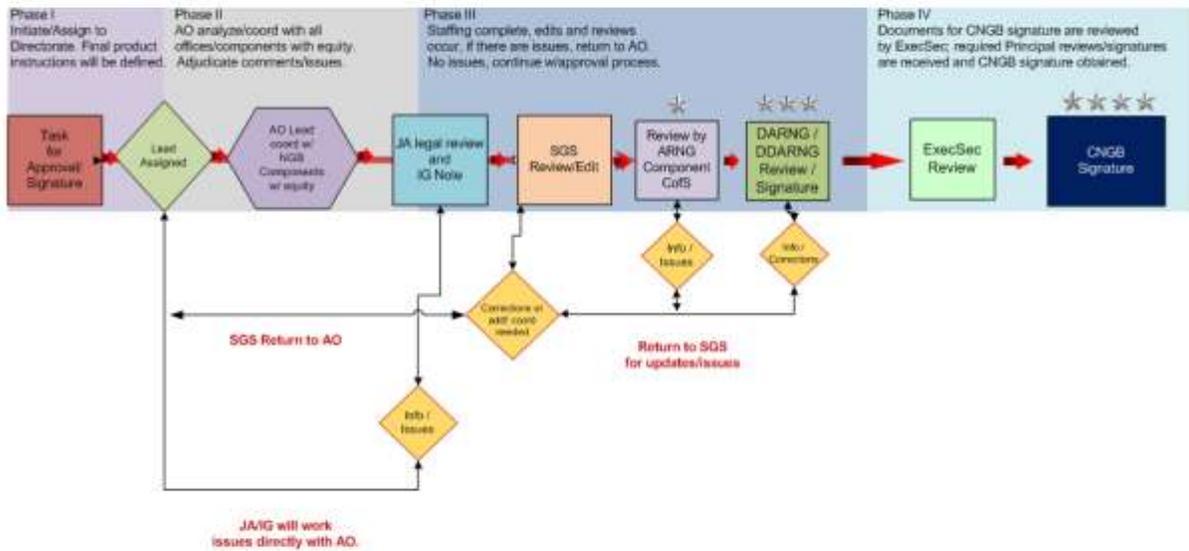
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ENCLOSURE H  
ARNG MINIMUM STAFF GUIDANCE

**FIGURE 6.**

**Staff Task Flow through CNGB Signature**



**FIGURE 7. TASK FLOW CHART**

Minimal Staffing Requirements for ARNG Staff Actions														
Office/Task	Memo-States/ Agencies	Letter- TAG(s)/ Agencies	Memo/Letter Non-commit Response	Policy and Charters	MOA/ MOU-Staff Program	All States Memorandum (ASM)	Guidance to Staff (Memo)	Policy to Staff (Memo)	Conference Policy Request ARNG Host*	Formal Congressional Inquiry	Congressional Actions**	Awards***	Others Awards****	Three-Star Notes
ARNG-Z	x	x	x	x	x	x	x	x	x				x	x
ARNG-CSZ	x	x	x	x	x	x	x	x	x			x	x	x
ARNG-CSO-TCP									x					
ARNG-CSO-A												x	x	
NGB-JA	x	x	x	x	x	x	x	x	x				x	
NGB-JG	x	x	x	x	x	x	x	x	x				x	
ARNG-SGS	x	x	x	x	x	x	x	x	x			x	x	x
G1							x	x						
G2							x	x						
G3							x	x						
G4							x	x						
G5							x	x			x			
G6							x	x						
G8							x	x						
GSZ							x	x						
NGB-LL														
NGB-LL-I										x				
J Staff														
NGB-J1					x									
NGB-J5				x	x	x								
NGB-J8					x									
ZC Staff				x	x	x			x					

Blocked areas are normally not included in the Staffing unless offices have equities in the task.  
 \* Chief of Staff is approving authority for events below the cost of \$1000,000. DARING is the approving authority for events between \$1000,000 and \$500,000.  
 \*\* This includes all other congressional actions (not formal inquiries) coming from Congress and The White House.  
 \*\*\* The following awards fit into this category: 1) Army Good Conduct Medal - AGML, 2) Armed Forces Reserve Medal - AFRM, 3) Army Reserve Component Achievement Medal - ARCAM, 4) Army Staff Identification Badge - ASIB, 5) Army Staff Lapel Pin - ASLP  
 \*\*\*\* Authorizations to wear Foreign Awards and all other Awards that will process through an authority higher than the DARING.

CAVEAT: This covers the majority of tasks assigned to the ARNG. There will be exceptions; be flexible and ask someone.

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ENCLOSURE I

RED TOP FUNCTION

1. Definition. A RED TOP is a high level task that requires immediate action by all recipients.
2. Parameters. Only SACOs can create a RED TOP staff action. SACOs should consider the following questions to determine whether a RED TOP is justified:
  - a. What is the action required? Does the action require the signature of CNGB, VCNGB, DARNG, or DANG?
  - b. Who is the originator of the action? Did the action come from the White House, Congress, Governors, TAGs, SecDef, DepSecDef, CJCS, SecArmy, CSA, SecAF, CoS Air Force, or ASD?
  - c. What is the turnaround time/suspense? Generally, this tends to be less than 1 week.
  - d. Examples.
    - (1) CNGB signature required for SecDef memo due in 2 days
    - (2) VCNGB signature required for ASD (M&RA) due in 3 days
    - (3) DARNG & DANG signature required for TAG due in 5 days
3. Procedure.
  - a. RED TOP actions for GO level approval will be immediately emailed to the OPR, and a courtesy copy will be sent to appropriate GOs.
  - b. Joint RED TOP actions requiring GO level approval will go to CNGB Executive Assistant, VCNGB, Directors, Deputy Directors, A/CJCS (NG/RM), C/DAM, Chiefs of Staff for ARNG and ANG as well as their Executive Officers, SACOs (ExecSec, ANG SACO, ARNG SGS, and NGB SJS), JA, IG, and NGGB Chief Action Group.
  - c. If the RED TOP action is Service specific, then the RED TOP will be sent only to the Service OPR, Director, Deputy Director, Chief of Staff, Executive Officer, and SACO (ARNG SGS, ANG SACO).

d. The subject line of the email will read, "RED TOP: *ACTION SUBJECT TITLE*" and will correspond with the JASMS RED TOP action.

ENCLOSURE J

PII FUNCTION

1. Definition. Personally Identifiable Information identifies links, relates to, or describes a person.
2. Examples of protected PII.
  - a. Emergency Contact Information
  - b. Social Security Number (whole or partial)
  - c. Law Enforcement Information
  - d. Other Identification Numbers (Driver's License e.g.)
  - e. Mother's Maiden Name
  - f. Legal Status
  - g. Gender, Race/Ethnicity
  - h. Education Information
  - i. Birth Date or Place of Birth
  - j. Personal/Home Phone Numbers
  - k. Mailing/Home Address
  - l. Religious Preference
  - m. Security Clearance
  - n. Citizenship
  - o. Dependent Information
  - p. Marital Status
  - q. Financial Information
  - r. Medical Information

s. Biometrics

3. Procedure. When an action includes any protected PII include the following steps when creating/staffing a task:

- a. Check “priority” box on create task screen which restricts access.
- b. Place Privacy Act Data Cover Sheet in the front of the paper packet.
- c. Ensure recipients should have a “need-to-know.”

ENCLOSURE K

JASMS NAMING CONVENTIONS

1. Definition. An identifier used when titling subject lines or attachments in JASMS.

2. Parameters. Naming conventions should be used when appropriate to title a JASMS action subject line and attachments. Use the following reference list when appropriate.

a. Subject lines.

(1) Use “JSAPS: *Action Title*” for tasks originating from the Joint Staff Action Processing Sheets.

(2) Use “SACCP: *Action Title*” for tasks originating from the Staff Action Control & Coordination Portal.

(3) Use “DoD Portal: (CNGB-Primary): *Action Title*” for Tasks originating from the DoD Publication Portal and CNGB is a Primary Coordinator should

(4) Use “DoD Portal: *Action Title*” for tasks originating from the DoD Publication Portal.

(5) RED TOP: *Title*

(6) HQDA: *Title*

(7) TMT: *Title*

b. Attachments: Attachments that are included as tabs in the PP should use “TAB *Letter: Title*”

3. Procedure.

a. Title subject lines in the Task Detail menu during task initiation.

b. Title attachments upon uploading as a new document.

ENCLOSURE L

REFERENCES

- a. AR 25-50, 3 June 2002, "Preparing and Managing Correspondence",
- b. AR 25-52, 4 January 2005, "Authorized Abbreviation, Brevity Codes, and Acronyms"
- c. DA Memo 25-52, "Staff Action Process and Correspondence Policies"
- d. AFM 33-326, 15 October 2007, "Preparing Official Communications"
- e. AFH 33-337, 1 August 2004, "The Tongue & Quill"
- f. DoD Directive 5105.77, 21 May 2008, "National Guard Bureau (NGB)",
- g. NGB Joint Action Officer Training Website,  
<https://gkoportal.ngb.army.mil/sites/JS/JSAO/default.aspx>
- h. JASMS 3.2, 2009 November, "Users Manual"
- i. NGB Publications and Forms Library Website,  
<http://www.ngbpd.c.ngb.army.mil/>
- j. CNGBI 5000.01, 30 November 2011, "Chief, National Guard Bureau Issuance and National Guard Bureau Publications Guidance"

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

ACO	Action Control Officer
ANG	Air National Guard
ANGI	Air National Guard Instruction
AO	Action Officer
ARNG	Army National Guard
CFX	Air Guard Action Group
CNGB	Chief National Guard Bureau
CNGBI	Chief National Guard Bureau Instruction
CNGBM	Chief National Guard Bureau Manual
CNGBN	Chief National Guard Bureau Notice
DANG	Director Air National Guard
DARNG	Director Army National Guard
DJ5	Director, Strategic Plans, Policy and International Affairs
DM	Directorate of Management
DOA	Delegation of Authority
ETS	Electronic Tasking System
ExecSec	Executive Secretariat
GKO	Guard Knowledge Online
IAW	In accordance with
JASMS	Joint Action Staff Management System
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NGB	National Guard Bureau
NGB-JA	Office of the Chief Counsel, National Guard Bureau
NGB-J5	Strategic Plans, Policy and International Affairs
NGR	National Guard Regulation
OCNGB	Office of the Chief, National Guard Bureau
OPR	Office of Primary Responsibility
PP	Paper Packet
SA	Support Agreement
SACO	Staff Action Control Office
SecDef	Secretary of Defense
SES	Senior Executive Service
SGS	Secretariat of the General Staff
SJS	Secretariat of the Joint Staff
SSS	Staff Summary Sheet
VCNGB	Vice Chief, National Guard Bureau
WM	Workflow Manager
XO	Executive Officer

## PART II. DEFINITIONS

Action -- Any type of tasking, request for coordination, or staffing within the JASMS. An action may also be referred to as a tasker or task.

Action Control Office (ACO) -- NGB Services (ANG, JS and ARNG) have ACOs which are respectively: CCY, SJS, and SGS. Additionally, ExecSec is an ACO for Personal and Special staff offices. NGB-LL-I, due to their nature of business are considered an ACO for their actions.

Action Officer (AO) -- A staff member with subject matter expertise who works tasks/actions on behalf of senior staff officers or commanders.

Air Guard Director Action Group (CFX) -- Workflow office for DANG.

Air National Guard Readiness Center Action Control Office (ANG SACO) -- The ACO for the NGB Air National Guard offices and ANG Chief of Staff-level actions.

Chief, National Guard Bureau (CNGB) -- Four star general officer with administrative responsibility for the National Guard Bureau, the Army National Guard, and the Air National Guard. Also represents the National Guard on the Joint Chiefs of Staff.

Office of the Comptroller and Director, Administration and Management (C/DAM) -- Provides strategic level advice and counsel to the CNGB, DARNG, DANG and NGB JS on financial, organizational and administrative management matters.

Coordination -- Lateral requests for concurrence/non-concurrence, with comments, occurring at all levels.

Concur/Concur with comment/Non-concur (used on SSS) -- Type of action requested by an AO, or a tasked office response indicating the office is either in agreement (Concur), agrees with the document but has suggestions that would improve it (Concur with comment), or does not agree (Non-concur, corrective actions that would result in a concur must be attached).

Director, Air National Guard (DANG) -- Lieutenant General with administrative responsibility for the Air National Guard.

Director, Army National Guard (DARNG) -- Lieutenant General with administrative responsibility for the Army National Guard.

Directorate/Division (NGB) -- The terms directorate and division are basis off what service is referenced in a subject and not to be confused with a Service Directorate. NGB Directorates (ANG/NGB JS) or Divisions (ARNG) refer to sub-organizations of a Service Directorate. Sometimes may also be indicated to as "A-Staff" (ANG), "J-Staff" (NGB JS), or "G-Staff" (ARNG).

Electronic Tasking System (ETS) -- Generic term used to describe the current tasking, staffing, tracking, and archiving system in use at NGB called Joint Application Staff Management System (JASMS).

Executive Secretariat (ExecSec) -- The focal Point for NGB with oversight of all correspondence information and action documents originating from, directed to, or routed through the CNGB. The ACO for National Guard Personal and Special Staff.

Formal Congressional Activities -- NGB-LL tasks that occur based on formal requests/requirements, that generally have a longer suspense (usually two weeks or longer), and require senior leader review and approval. These tasks include, but are not limited to: Requests for Information; Questions for the Record; Inserts for the Record; Legislative Proposals; Unified Legislative and Budgetary Process; Legislative Review Panel Memos; Requests for Views on Pending Legislation; Information Papers; and Hearing Testimony.

Informal Congressional Activities -- NGB-LL tasks that occur based on informal requests/requirements, that generally have an extremely short-suspense (less than 24 hours). These tasks include urgent Requests for Information received via email, telephonically, or in person by NGB-LL personnel.

Joint Application Staff Management System (JASMS) -- The ETS currently in use at the NGB.

Legislative Liaison (LL) -- The single point of contact for all Congressional actions and inquiries pertaining to matters under the jurisdiction of the CNGB.

Noted (used on SSS) -- Type of action used primarily by the NGB-IG office to show they have viewed a JASMS action but cannot provide input in the interests of maintaining impartiality.

Office of Coordinating Responsibility (OCR) -- Any organization/office whose cooperation, assistance, or input is required to accomplish/complete a given task.

Office of Primary Responsibility (OPR) -- The office or organization having overall responsibility and ownership for task accomplishment/completion.

Review (used on SSS) -- Type of action requested by an AO when an office is required only to provide suggestions, input, or comments for a JASMS task.

Secretariat of the General Staff (SGS) -- The ACO for NGB Army National Guard offices.

Secretariat of the Joint Staff (SJS), NGB -- The ACO for NGB Joint Staff offices.

Service Directorates -- NGB Service Directorates include the Army National Guard, Air National Guard and the NGB Joint Staff.

Staffing -- Request for higher approval/signature. Staffing is normally directed upward and usually accompanied by a Staff Package.

Staff Package or Paper Package (PP) -- All documents pertaining to an action assembled for coordination, signature or review. These may include: SSS, task, tabs, and relevant documents.

Staff Summary Sheet (SSS) -- A one page document that reflects the pertinent information and/or instructions required to complete the request, action, or task.

Tasker/Task -- A specific piece of work assigned to, delegated to, or expected of a person throughout its lifecycle. Not ongoing, usually to be finished within a certain period of time. A tasker/task may also be referred to as an action.

Vice Chief, National Guard Bureau (VCNGB) -- Lieutenant General with administrative responsibility for the NGB Joint Staff.

NGB Working Group Coordination Team (WGCT) -- The NGB WGCT is important for the safe, responsible, and efficient development and coordination of internally and externally assigned short-term high-level tasks for CNGB, VCNGB, DARNG, or DANG signature. A number of executive departments and agencies are charged with ensuring that document development moves forward on a pre-prescribed timeline and NGB must meet the coordination standards for NGB to be included in the process. The WGCT formalizes and promotes ongoing interagency coordination and establishes a high-level, inter-NGB working group that will facilitate coordinated and efficient responses for CNGB approval and signature et.al.

Workflow Manager (WM) -- Personnel within each directorate assigned to coordinate and dispose tasks received via the JASMS.