



CHIEF NATIONAL GUARD BUREAU MANUAL

NGB-ZA-E

CNGBM 5050.01A

DISTRIBUTION: A

31 August 2012

NATIONAL GUARD BUREAU STAFF ACTION PROCESS AND PROCEDURES

References: See Enclosure F.

1. Purpose. This document provides guidance for preparing, coordinating, and completing staff actions for all offices of the National Guard Bureau (NGB), as defined in Enclosure A, including Personal Staff, Special Staff, Joint Staff, and Army and Air Directorates.
2. Cancellation. This manual cancels the previous edition of CNGBM 5050.01, National Guard Bureau Staff Action Process and Procedures published 22 March 2012.
3. Applicability. This manual applies to all NGB offices. It is distributed to other agencies for information.
4. Procedures. See Enclosure B.
5. Summary of Changes.
 - a. Clarifies NGB changes in staff relationships and responsibilities that resulted from the National Defense Authorization Act 2012 elevation of the Chief, National Guard Bureau (CNGB) to the Joint Chiefs of Staff.
 - b. Provides corporate-level definitions and vocabulary for workflow processes across the NGB.
 - c. Clarifies NGB staffing sequence and procedures due to establishment of the NGB Joint Actions Control Office (JACO), reorganization of the NGB Executive Secretariat (ExecSec), and the consequent elimination of former NGB Secretary to the Joint Staff (SJS).

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- d. Addresses procedures for processing “dual-tasked” correspondence.
 - e. Realigns processes to correspond with Office of the Secretary of Defense (OSD) and Chairman of the Joint Chiefs of Staff (CJCS) procedures.
 - f. Addresses procedures for submitting official coordination.
6. Releasability. This manual is approved for official release; distribution is unlimited in official channels. The NGB directorates and offices, The Adjutants General, the Commanding General of the District of Columbia, and Joint Force Headquarters-State may obtain copies of this manual through www.ngbpd.c.ngb.army.mil and Guard Knowledge Online (GKO).
7. Effective Date. This manual is effective upon publication.



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Enclosures:

- A – Staff Roles, Responsibilities & Relationships
- B – Action Origins, Assignment, Suspenses and Coordination
- C – Instructions for Completing the NGB Staff Summary Sheet
- D – JASMS Naming Conventions
- E – RED TOP Function
- F – References
- GL – Glossary

ENCLOSURE A

STAFF ROLES, RESPONSIBILITIES AND RELATIONSHIPS

1. CNGB. The CNGB, under the authority, direction, and control of the Secretary of Defense (SecDef) and CJCS, establishes and approves NGB overall policy, direction, and guidance.

2. The NGB Top Four. The NGB Top Four include the CNGB (NGB-ZA); the Vice Chief, National Guard Bureau (VCNGB or NGB-ZB); the Director, Army National Guard (DARNG or ARNG-ZA); and the Director, Air National Guard (DANG or NGB/CF). They support OSD and CJCS with advice, counsel and responsive results. They must receive timely, decision-quality information in order to engage in national-level deliberations supporting the various States, Territories, Interagency departments, and Combatant Commanders. DARNG and DANG have additional responsibilities, to include:

- a. Service-specific operations, issues, and administrative functions.
- b. Representing and acting on behalf of the CNGB and VCNGB for all respective Service matters.
- c. Liaise with Active and Reserve Component counterparts.

3. NGB Top Four Executive Offices and Chiefs of Staff. These offices are responsible for communicating positions and responses for their principals on NGB federal and state issues. These offices act as liaisons for the senior leaders they represent, provide clarifying, or amplifying guidance to AOs working joint actions, and help ensure correctly prepared, complete, and timely responses. The specific responsibilities of these offices are as follows:

a. Business Process. These offices facilitate standard adherence as well as continuous improvement of the process by surfacing leader preferences to the appropriate responsible process owner. Formal and informal processes are required to be captured, understood, and communicated to the NGB staff elements.

b. Timely Completion. These offices play an important role in ensuring the timely completion of actions by providing clear feedback to NGB staff when packages are complete and when packages require further clarification.

4. NGB JACO. Under CNGB authority, direction and control, NGB JACO has final authority on all responses to joint actions from NGB to OSD and Joint Chiefs of Staff (JCS) and direct tasking authority for NGB staff elements. Within the NGB JACO, the Director and Deputy are appointed as NGB Senior Planner and Planner, respectively. The NGB Planner role is designated in writing and cannot be delegated. NGB Planner coordination on a package represents the official NGB position on a matter and acceptance of that position by all subordinate elements of the NGB. NGB JACO shall:

a. Receive, process, task, track, coordinate, and ensure completion of all NGB joint actions.

b. Store, maintain and preserve a catalogued, researchable archive of official NGB documents, including senior official signature items.

c. Act as Responsible Agent and coordinate with OSD and JCS offices on all relevant tasks.

5. NGB ExecSec. Under JACO authority, direction and control, NGB ExecSec has responsibility for all correspondence process policy, tasking assignments and monitoring staff action documents originated by, or delivered to, the CNGB, VCNGB or Service Directorates. Specific responsibilities include:

a. Receiving and controlling CNGB, VCNGB and JACO correspondence and advising on distribution of close-hold actions.

b. Tasking staff actions and providing guidance on how to appropriately respond.

c. Applying proper editorial policies and principles to correspondence prepared for CNGB and VCNGB signature ensuring professional quality and consistency.

d. Monitoring action status, managing suspenses and extensions, and redirecting inappropriately routed staff action assignments.

e. Guiding Action Officers (AO) in preparing and processing documentation.

f. Distributing signed CNGB and VCNGB documents.

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g. Acting as Staff Actions Control Office for NGB Personal, Special and Joint Staffs.

h. Liaison with and between the ARNG, ANG and Legislative Staff Actions Control Offices.

6. Staff Actions Control Office (SACO). SACOs include the NGB ExecSec (NGB-ZA-E); the Office of the Secretary of the General Staff (SGS) (ARNG-CSO-S); and the ANG SACO (NGB/CFXS). The NGB ExecSec is the senior-level SACO for NGB. The ARNG and ANG SACOs serve their respective directorates (DARNG and DANG). Additionally, the Office of Legislative Liaison (NGB-LL) functions as a focused SACO for Congressional actions. SACOs maintain a close liaison with internal and external tasking agencies. SACOs ensure staff actions are entered into the NGB electronic tasking system (ETS), Joint Applications Staff Management System (JASMS), and tasked appropriately within their respective component directorates. All staff actions must be routed by SACOs through JASMS to the appropriate counterparts to ensure proper workflow accounting and management. Specific responsibilities include:

a. Reviewing actions for document quality prior to NGB Top Four signature.

b. Monitoring action status, managing suspenses and extensions, and redirecting improperly assigned staff actions.

c. Guiding workflow managers (WM) and AOs in preparing and processing documentation.

7. NGB Staff Elements. These include the ARNG, ANG, and the NGB Personal, Special, and Joint staffs. These elements create, maintain, and communicate information to, and on behalf of, the NGB Top Four within the context of their specific Service or mission. The ARNG and ANG serve as staff liaisons between their respective higher headquarters Service counterparts, and the States and Territories that comprise the National Guard (NG). The NGB Joint Staff is the integrating entity for Service-specific information on actions requiring CNGB and VCNGB consideration. Additionally, the NGB Joint Staff is the lead agent for issues that focus primarily on domestic initiatives and operations. The NGB Joint Staff will coordinate with the ARNG and ANG directorates on all actions that obligate Service manpower and resources. Additionally, NGB Joint Staff will provide the Service directorates with an information copy for situational awareness on items that do not require direct coordination.

8. NGB Staff Element Directorates. The Directorates are the primary elements that support the CNGB and carry out the staff tasks to complete his or her mission. The Directorates carry out CNGB direction through effective staff action origination, coordination, and presentation for CNGB decision. Each Directorate is headed by an O-6/GS-15 (or higher) who is ultimately responsible for timely completion of all formal directorate tasks. Directorate Chiefs ensure their staff members are properly trained and resourced, and appoint a sufficient number of trained WMs (this includes both SACO-assigned WMs and directorate-assigned WMs) to manage staff actions within their directorates. Directorate chiefs will also designate signature authorities to act in their absence. These designated authorities assume responsibility for all actions processed on behalf of their Director.

9. Office of the Chief Counsel (NGB-JA). This office is responsible for ensuring that NGB actions, as executed through the CNGB, VCNGB and Comptroller/Director of Administration and Management (C/DAM), comply with applicable law, regulations and DoD policies. Additionally, this office coordinates with DoD, OSD, CJCS, and other federal agencies on legal matters involving the National Guard, and, as appropriate, advises TAGs and State Judge Advocates of the 54 states, territories and the District of Columbia. In order to provide accurate and effective advice, DoD and Service Component legal coordination is routinely required. All actions destined for CNGB, VCNGB and C/DAM signature require NGB-JA review.

10. Office of the Inspector General (NGB-IG). This office will provide notation on all actions destined for CNGB, VCNGB and C/DAM signature. Notation will also be given on all actions deliverable to non-DoD agencies, as well other applicable IG actions. The NGB-IG will only provide notation on tasks after NGB-JA review has determined legal sufficiency. All actions destined for CNGB, VCNGB and C/DAM signature require NGB-IG notation.

11. Office of Legislative Affairs (NGB-LL). This office is responsible for providing advice and support to the NGB Top Four on all congressional issues and legislation. All actions involving congressional testimony, inquiries, congressional reports, and legislative implications require NGB-LL review. As a focused SACO, the NGB-LL is the single POC for all congressional actions, communication, and inquiries for matters under CNGB jurisdiction, including DARNG and DANG issues. In this capacity, NGB-LL requires three distinct tasking functions: formal Congressional activities, informal Congressional activities and Congressional inquiries. Only the Director, NGB-LL, or designee

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may grant extensions to the established suspense date of any of these tasks. If necessary, the OPR, in concert with NGB-LL, will prepare an interim response to the congressional member, committee, or staff. See Enclosure B for coordination of these task assignments.

12. Office of Public Affairs and Strategic Communications (NGB-PA). This office is responsible for all NGB actions dealing with the media. The NGB-PA will provide advice and support to the NGB Top Four on all matters dealing with the press and public speaking venues. All actions involving speaking venues, correspondence with high media and public interest implications, and the NGB web-site require NGB-PA review.

13. Domestic Operations and Force Development Directorate (NGB-J3/7). The NGB-J3/7 Training Division will develop, manage, and coordinate the NGB Action Officer Course. NGB JACO, NGB ExecSec and NGB SACOs will provide input for course content. Course learning objectives will be based on current, applicable official issuances (directives, instructions, manuals and notices). Course learning objectives must be measurable through knowledge base testing of students.

14. Strategic Plans and Policy Directorate (NGB-J5). This office will coordinate and/or review all actions destined for NGB Top Four signature as required by CNGBI 5000.01, as well as, any other actions regarding official issuances. This office will also maintain a catalogued, researchable archive of official NGB issuances. Access to this archive will be provided to NGB Staff Elements for research.

15. Workflow Manager (WM). These personnel are assigned within each NGB Staff Element Directorate; they are the primary Point of Contact (POC) for all actions routed to or generated by their directorates. They distribute and monitor directorate tasks through JASMS or the Secret Internet Protocol Router Network (SIPRNET). This office updates their directorate leadership on new tasks and status of current tasks. WMs are the subject matter experts for JASMS, SIPRNET, and the staff action process within their directorate. The specific WM responsibilities are as follows:

a. Receive and accept actions from the respective SACO, and appoint an AO within 24-hours of assignment.

b. Analyze the “who, what, when, where, how” and assign all actions within their directorate.

- c. Manage all staff action suspense dates for their directorate.
- d. Verify all necessary cross-functional coordination is accomplished.
- e. Review all staff actions documents and packages for professional quality, consistency, and appropriate application of editorial policies and principles before routing to the SACO (for the NGB Top Four) or to the review/approval authority (if not NGB Top Four).
- f. Return acceptable tasks to their respective SACO when complete and/or destined for NGB Top Four signature.

16. Action Officer (AO). AOs are crucial elements of effective NGB staffing. AOs support NGB leadership and fellow AOs by providing information, policy analysis and recommendations. AOs develop positions and responses that become, in many cases, CNGB positions on national and State issues. Staff actions may vary widely in importance, but all must reflect the best possible military advice or guidance presented in top-quality staff documents. AOs draft the staff action response, and ensure thorough, timely, proper coordination and completion. AO responsibility for staff actions ends only when a final decision has been made and the implementing documents have been dispatched. Specific responsibilities include:

- a. Training. Complete all NGB Action Officer training courses and maintain currency on all staffing responsibilities and policies.
- b. Coordination. Providing timely, accurate information to the NGB Top Four is a team effort that requires dedicated attention at all NGB staff levels. The single most critical factor in providing timely information is accurate, concise communication; it is required at all NGB staff levels, but it is especially important to NGB staff members who produce and present information to our senior leaders. AOs coordinate actions as fully as possible, without permitting the coordination process to cause the action to avoid issues or provide watered-down advice to achieve consensus. Critical issues are identified and analyzed through the coordination process. AOs then make recommended courses of action for leadership decisions. See Enclosure B for a detailed discussion of the coordination process.
- c. Timely Completion. AOs balance the objective of producing “the perfect action” against the need to complete work in a timely manner.

d. Non-concurrences. AOs strive to achieve consensus on every action package. If unable to do so, unresolved issues should be clearly identified in the NGB Staff Summary Sheet (SSS) for senior leaders to make informed and timely decisions. See Enclosure B.

e. Close-Hold Implementers. Security considerations, special access, and other close-hold actions may require the AO to hand-carry the staff action through the approval process and personally dispatch the implementing document. In such cases, the AO will ensure that the action and responses are administratively recorded in a placeholder JASMS task.

f. Document Security. AOs must ensure all classified information they originate in staff action packages is conspicuously and appropriately marked IAW established security guidance.

g. Document Quality. AOs ensure written documents are prepared in accordance with accepted policy, format and style. SACO editors are available to assist the AO during document development for consultation and pre-editing for anticipated staff actions. Early consultation can prevent later rewriting and reformatting.

ENCLOSURE B

ACTION ORIGINS, ASSIGNMENT, SUSPENSES, AND COORDINATION

1. Action origin. Many actions originate outside the NGB, such as from the President, Members of Congress, the SecDef, Service Chiefs, combatant commanders, or directors of defense agencies. Within the NGB, sources of actions include the CNGB and VCNGB; the DANG and DARNG; the NGB JACO; the NGB ExecSec; and the directors of NGB Personal, Special, and Joint Staff directorates.

2. Actions defined. An action is a statement of position or response based on sound research that reflects the best possible military advice and guidance. Actions provide an NGB position or response to issues or questions originating with senior-level external offices, such as those listed in the preceding paragraph, the general public, or other government, military, or civilian organizations.

3. Action packages. Action packages are primarily electronic folders staffed through JASMS; they present the documents for a particular action. Some packages are not staffed electronically. Paragraph four below outlines these exceptions. Typically, a package will consist of the document(s) that initiated the action and the document(s) that respond to the action. There are four types of action packages: NGB JACO Packages, NGB Staff Directorate Packages, CNGB Public Correspondence Packages, and FOIA Packages.

a. NGB JACO Packages. Actions that require a response from the CNGB, VCNGB, General Officer, O6 Planner, or O6 Director for consolidated NGB positions on external tasks. The ExecSec branch is responsible for creating these action packages using NGB's ETS, Joint Application Staff Management System (JASMS), and assigning these actions to the appropriate NGB directorate for response.

b. NGB Staff Directorate Packages. Actions that require either internal or external response which are not JACO packages are initiated within an NGB directorate. Directorate SACOs, WMs and/or AOs are responsible for creating these action packages using JASMS at the request of the source initiating the action.

c. CNGB Public Correspondence Packages. These are actions that require a CNGB response to a letter or inquiry from the general public. The ExecSec branch is responsible for creating these action packages and assigning these actions to the appropriate NGB directorate for response. Depending on the subject or sensitivity of the correspondence, these packages may or may not be created in JASMS.

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d. Freedom of Information Action (FOIA) Packages. These are actions that require directorates to promptly locate and review records in response to a request made by the public for records. Any FOIA requests received by an NGB office will be forwarded to NGB-JA FOIA division. The NGB-JA/OIP is responsible for creating these action packages and assigning these actions to the appropriate NGB directorate(s). The directorate will search for records and provide release/withhold recommendations. Records recommended for withholding will be clearly marked and will be accompanied by a harm analysis outlining the harm that would come if the information were released. Any information recommended for release will be cleared through Operations Security (OPSEC) as appropriate before returning the packet to NGB/JA-OIP. Depending on the subject or sensitivity of the correspondence, these packages may or may not be created in JASMS. Once completed, any recommendations for denial are reviewed by NGB/JA before a final determination is made to withhold records. Records provided that are recommended for release in their entirety will be released to the public without further review and may be posted in the NGB FOIA Reading Room. Recommendations will be in accordance with References a, b, and c listed in Enclosure F, as applicable.

4. Creating an action package. An action package is created by one of the various offices/individuals referred to in paragraph three above (ExecSec, SACO, WM, and/or AO).

a. Executive Secretariat. ExecSec creates the majority of actions that are assigned to the NGB from external sources. These actions typically include official correspondence from an external organization to the NGB. Actions that are to be closed out with the CNGB or VCNGB must be either created or validated by ExecSec.

b. Staff Actions Control Office. The vast majority of all NGB actions are created by the SACOs. These SACOs validate actions for the WMs and AOs they service.

c. Workflow Manager/Action Officer. WMs and AOs can initiate draft actions; however, these actions must be forwarded to their SACO for validation, where it can be reviewed and approved for assignment. For those actions that will be closed-out by either CNGB or VCNGB, then SACOs must forward the validation request to ExecSec for final validation.

d. Initiating Actions. NGB uses the staff action process to respond to requests for action or information. Within NGB, JASMS is the method for originating tasks for the majority of action packages. However, there are exceptions based on law, regulation, subject, and sensitivity. Use the naming conventions in Enclosure D when creating an action subject title. Each action requires a properly staffed response that meets the established suspense. The tasked WM or AO should contact their SACO within 24 hours (one business

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day if over a holiday or weekend) if they believe an action was improperly assigned to their office.

(1) ETS. JASMS is the NGB primary electronic task management system for processing unclassified actions. Using JASMS ensures proper tasking, staffing, and tracking of unclassified NGB action packages.

(2) Exceptions to Using JASMS. The following action subjects may or may not be entered in JASMS due to law, regulation, policy, subject, and/or sensitivity. DO NOT electronically staff in JASMS items marked with an asterisk in the list below; they are sensitive in nature. A final determination on all others will be made by NGB ExecSec and/or a SACO. All tasks not staffed electronically must comply with all workflow processes for coordination and staffing as outlined in this document. All paper packages (PP) must have a NGB SSS affixed to the PP and a "shell" action must be entered into JASMS to track the package. Exclude all PII, health information or sensitive data, to include any individual name on any subject line, regardless of package type.

(a) Verbal tasks originated by CNGB, VCNGB, DARNG, DANG, or NGB-LL through their Executive Officers to the NGB ExecSec and/or SACOs.

(b) Read-Aheads (RAH).

(c) * IG inspections, complaints, and reports.

(d) * Any JA action that could compromise client confidentiality.

(e) Congressional inquiries.

(f) Signature cards.

(g) * NGB general officer personnel actions.

(h) * Equal Opportunity (EO) actions (other than routine work).

(i) Process Action Team, Tiger Team and/or Integrated Process Team communications, issuances, recommendations or reports.

(j) Trip reports.

(k) Travel vouchers.

(l) Time cards.

(m) Leave requests.

(n) * Evaluation reports (officer, enlisted, and civilian).

(o) Privacy Act actions, except forms and publications coordination.

(p) Conference invitations.

(q) Individually identifiable health information (medical) specified in the Health Information Portability and Accountability Act (HIPAA).

(r) Letters of Commendation and Star Notes (unless requested).

5. Action assignment. The ExecSec and/or SACOs are responsible for action package assignment and management. Action packages are assigned by the ExecSec or SACO via an NGB Action Directive, NGB Form 0505. A blank form example is found at Appendix A to Enclosure B. The NGB Action Directive form officially assigns the action package to an NGB directorate for response. Once an action is assigned, the directorate tasked is responsible for the action until completion, withdrawal, or transfer. NGB directorates may appeal assignments to the SACO, ExecSec, or JACO and, ultimately, the VCNGB. Responsibility for the action remains with the NGB directorate until the action is reassigned.

a. Responsibilities for Carrying Out Action Assignments. Internal procedures for assigning and controlling actions are directorate prerogatives but should conform to the following principles:

(1) If NGB directorates receive requests for action directly from outside agencies that must be considered by the NGB Top Four, these requests should be referred to the respective SACO and/or ExecSec for review and determination of appropriate action.

(2) The WM will work with the respective SACO and/or ExecSec, as appropriate, on assignment or reassignment of actions.

b. Effective Term of NGB Action Directives. An action directive is effective until the action is completed.

c. Numbering of Action Directives. Action directives will be identified with the action to which they refer; e.g., JASMS #1206142 and SJS 09-00001/D.

d. **Internal Directorate Assignments.** The directorate leadership will review actions assigned by the ExecSec and/or SACO to ensure the action is within the directorate's area of responsibility. If an assigned action is outside the expertise of a division, the division chief works with the ExecSec and/or SACO to request a reassignment. Directorate leadership and WMs assign action packages to AOs.

6. Informal request instead of an NGB action directive. When time limitations preclude the use of an action directive, requests for expedited coordination or collaboration may be made by telephone or in person among ExecSec, SACOs, WMs or AOs of the directorates concerned. The tasked directorate must immediately provide addressees copies of documents, messages, papers, etc., pertinent to the request but not readily available. The ExecSec or SACOs need not publish an action directive when the AOs are known or when requesting coordination on internal NGB Staff matters.

7. Action return and reassignment. If the tasked directorate believes the NGB ExecSec or SACO should reassign the action, it must identify a more suitable directorate and attempt to secure acceptance by the prospective directorate that may assume the action lead. To maximize the time an AO has to prepare a response, this process should be done within 24 hours or one business day, if over a holiday or weekend, of receiving the action from the NGB ExecSec or SACO. Simply requesting reassignment of the action does not constitute transfer of action. If, after 24 hours, the receiving organization has not identified a new office of primary responsibility (OPR) and secured that organization's concurrence to assume the action lead, the originally assigned organization must complete the action.

8. Action package workflow. Most action packages will follow a similar workflow based on the type of action.

a. **NGB JACO Packages.** As mentioned earlier, the NGB ExecSec branch will assign these packages to the appropriate SACO or NGB staff directorate. The appropriate SACO or directorate then forwards the action package to its selected Division Chief. The Division Chief sends the action package either to a Branch Chief or directly to an AO to complete the package and return the action up the chain for approval and signature.

b. **NGB Staff Directorate Packages.** These packages follow a different workflow from JACO packages. Since NGB Staff Directorate packages are initiated within a directorate, the AO can either receive the package from their SACO or create the package themselves using JASMS. The AO develops the necessary package components and moves the action forward for approval.

The action might be complete upon the Director's signature or the action may move forward to the NGB Top Four.

9. Action package development. When assigned an action to work, an AO will typically follow the steps give below. AOs are responsible for the package from its creation until the action is completed.

- a. Receive and Review the Task.
- b. Conduct Research.
- c. Determine and Develop the Necessary Package Components.
- d. Coordinate the Action.
- e. Prepare and Staff Action for Approval.

10. Dual-Taskings, same subject from multiple sources. Taskings from external organizations frequently are addressed to CNGB, VCNGB, NGB Joint Staff, ARNG, and/or ANG. This is a constant issue in NGB task management. NGB JACO, NGB ExecSec, and all SACOs must coordinate daily to reduce the effect of dual-taskings by ensuring a consolidated NGB response. Coordination between these offices will confirm receipt of the correspondence and identify the highest level tasking agency. NGB JACO or NGB ExecSec will assign a lead for the action.

a. In situations where a consolidated NGB position is required, the Service SACOs (ARNG and ANG) will immediately notify their respective Services that an NGB consolidated response is being prepared and will be provided when complete. When the action has been staffed and the final response completed, ExecSec will send the NGB response to the external tasking agency. Additionally, ExecSec will provide notice and a copy of the final response to the appropriate SACO(s), who will in turn send the completed task information to their appropriate agency (i.e. USA, USAF, etc.).

b. Dual-Tasking Example. OSD assigns NGB a task. Concurrently, OSD also tasks HAF and HQDA to review the same document. Typically, the HAF and HQDA will each request a review from ANG and ARNG respectively so fully-staffed Air Force and Army positions can be sent to OSD. Without coordination among the SACOs, this results in a duplication of effort and possible conflicting differences in NGB responses.

11. Suspenses. Suspense dates are assigned to ensure a timely response. AOs assigned with the task are responsible to comply with suspense dates.

There are two different types of suspense dates employed in the Action Process: Internal and External. Suspense dates are assigned when creating actions.

a. **Internal Suspense Date.** The date an action is to be completed by the assigned staff organization. For example, if an action is assigned by J-1 to J-5, the “Internal Suspense Date” is the day that the action should be processed and completed through the J-5 front office and returned to J-1. For actions assigned by ExecSec or SACO, this is the date the action should be completed by the assigned staff organization and returned to the ExecSec or SACO for NGB Top 4 action.

b. **External Suspense Date.** The date an action is to be completed by NGB and distributed to an external organization. When an external organization requests an NGB response by a specific date, all NGB staff will use that date as the “External suspense date” for the task.

c. **Setting a Suspense.** The NGB JACO, NGB ExecSec, SACO, Directorate, or office that establishes a suspense date will 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 external 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 and by email. Tasking timelines can vary based on the priority of the task. NGB-JA determines necessary amount of time for legal review and may coordinate with SACOs to adjust this timeline. In the event that an external agency sets a suspense with minimal time, the NGB ExecSec or SACO will initiate the action as a RED TOP. Only the NGB ExecSec or SACOs have authority to initiate RED TOPs. These RED TOPs are high priority, short-suspense tasks that are further described in Enclosure E, RED TOP function. The following chart details common timelines if an external suspense date is not specified by the external organization.

Initiating Office	Nature of Task	Timeline
CNGB/VCNGB	Immediate*	5 business days
ExecSec/SACO	Immediate*	5-10 business days
External Agency**	Immediate*	10 business days
Any NGB Directorate/Office	Immediate*	10 business days
CNGB/VCNGB	Routine	20 business days
ExecSec/SACO	Routine	20-25 business days
External Agency**	Routine	25 business days
Any NGB Directorate/Office	Routine	>25 business days

Table 1. Common Timelines

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

*** Congress, White House, Governors, HHQs, Foreign Embassies, DoD Principals, CJCS/JCS Members, SecArmy (ECC), DA, DAF, CSA, CSAF, TAG.*

d. Extensions. Extensions must be requested through and granted by the original tasking agency. Extensions for NGB-JA review may be authorized based on task priority. The AO must contact the initiating office to update the suspense when an extension is approved. The AO must enter “Workflow Comments” for approved suspense extensions. The comments must include the name of the person extending the suspense date and the appropriate contact information; otherwise the original suspense will remain unchanged, causing a possible overdue action. In some cases attaching an email for proof of extension is acceptable when available. Only the SACOs and/or the NGB initiating office can update suspense dates in JASMS.

12. Action package attachments. An unlimited number of documents can be attached in JASMS; however, the maximum file size limit for any single electronic document is eight megabytes (MB). Naming conventions shall be used when attaching documents in JASMS and when tabbed in the PP. Electronic files too large to load into JASMS will be divided into sections and uploaded; with a set naming convention for each of the sections: “Document Name” – Part 1, “Document Name” – Part 2, and so forth.

13. Action package changes. The original tasking office must authorize changes to action assignments or signature authority levels. If the NGB ExecSec or SACO receives or provides verbal confirmation of that change action, the authorizing individual’s name and contact information must be entered into JASMS “Workflow Comments.” If an AO receives action change authority from an external organization, the AO must forward the external email confirmation to NGB ExecSec or SACO and upload it into JASMS.

14. Action package termination. AOs must consider whether the task is internal or external before terminating an action. If the task originator is internal, the AO must coordinate with the approving official found on the bottom left of the NGB SSS. The AO obtains approval from that approving official for internal tasks. If the task is external to NGB, the AO must receive written approval to terminate the task from the external tasking agency, NGB JACO, ExecSec, or SACO.

15. Classified action packages and attachments. All classified staff actions received on the SIPRNET will be staffed using the SIPRNET. However, an

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unclassified version of the task and SSS will be entered in JASMS on the Non-classified Internet Protocol Router Network (NIPRNET) for tracking and historical archive purposes. In addition, the AO must complete the following for classified actions/material:

- a. After providing action or coordination in SIPRNET, send a NIPRNET email to the ExecSec, SACO and/or OPR.
- b. If a task requires a paper package, classified SIPRNET actions require a red folder. Blue folders may be used only for unclassified portions of a SIPRNET action. Attach the appropriate cover sheet to the folder. Mark the proper classification on all documents IAW Reference c in Enclosure F.
- c. All couriers must follow proper classified delivery protocols when delivering a classified paper package.

16. Coordination. Coordination is a lateral activity that occurs at various levels within the NGB, capturing relevant perspectives on important issues.

- a. General info. Coordination gives affected organizations an opportunity to contribute to and comment on NGB actions. Early involvement of all concerned organizations is crucial to complete issue development. The properly coordinated action considers the full range of options on the issue and presents all relevant facts. The extent of coordination depends on the nature of the action. Coordination yields vital information – information that the NGB Top Four uses to make appropriate decisions based on the best possible advice that supports the NGB mission and incorporates staff positions. Proper coordination is the essence of professional military staff work.

- b. Coordination responses. Appropriate NGB coordination responses include the following:

- (1) Concur
- (2) Concur with comment
- (3) Non-concur

An AO may achieve coordination via any means but the final record of coordination must be recorded electronically. Coordination, regardless of the method, must be detailed, captured, properly annotated, and included in the JASMS action and SSS. Additional details on coordination responses are in paragraph 18 below.

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c. **Mandatory coordination.** NGB-JA and NGB-IG must coordinate on all CNGB/VCNGB signature/decision actions. Accordingly, NGB-JA requires at least 10 business days for review of most actions. This 10 business day rule does not apply to RED TOP actions or other shortened suspenses as directed by the Top Four; when necessary to ensure a proper legal review, the Chief Counsel may negotiate a reasonable suspense for these actions. Unless previously coordinated with NGB-JA staff, actions for NGB-JA must be “routed” and not “distributed” through JASMS as NGB-JA must consider, as part of its legal review, stakeholder comments. This NGB-JA review is included at TAB B of each action package when provided. NGB JACO must coordinate on all NGB responses to external actions from OSD or the JCS. Additional mandatory coordination steps will be directed by the NGB ExecSec and/or SACO when assigning the task IAW established regulations, instructions, and policy.

d. **Levels of coordination.** There are two levels of AO-level coordination:

(1) **Preliminary coordination.** In this stage the AO coordinates with all appropriate offices. Each AO will provide a comment resolution matrix (CRM) with the action package to collect comments. Each coordinating office identifies Service component equities, limiting factors, and any known factors that should shape the final decision. Comments are captured on the CRM the AO provides in the action package. The AO considers, consolidates, and adjudicates these comments for inclusion in the final package. Preliminary coordination is captured on a NGB SSS. Preliminary coordination is limited to the AO level and produces all of the necessary background, information, comments, and recommendations for final coordination.

(2) **Final coordination.** In this stage, the AO staffs the action package for final decision or signature from the level of leadership specified for the task (i.e. CNGB, VCNGB, O6 Planner, etc.). The AO reviews, adjudicates, and incorporates the comments from all sources as appropriate. The AO must address each comment and annotate the CRM accordingly. Comments may be approved, amended, or rejected. The AO must provide clarification and a specific rationale for rejection or amendment of any comment. Final coordination is captured on a NGB SSS separate from the Preliminary coordination SSS. NGB-JA and NGB-IG will review packets during final coordination and approval. Final coordination results in an approved, completed action package from one of these levels of leadership: O6/GS15; O6 Planner, General Officer (GO), DARNG, DANG, VCNGB, or CNGB.

17. Levels of leadership approval/signature. Each action packages requires approval and/or signature from different levels of leadership. The assigned action package will specify which leadership level is required to complete the task. The levels of leadership approval are as follows:

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a. O6/GS15 level. This level approves, modifies, or rejects the AO-level recommendation. O6s/GS15s may require additional AO-level coordination, in some instances, after review of the action package.

b. O6 Planner level. The NGB JACO Director and Deputy are the designated CNGB signature authority for O6 planner level coordination. This level approves, modifies, or rejects the AO-level recommendation. O6 Planners may require additional AO-level coordination, in some instances, after review of the action package.

c. GO level. This level of coordination is also known as “GO/Flag Officer (FO)” coordination which refers to the first general officer in the authority chain of the component. This level approves, modifies, or rejects the AO-level recommendation. A rejected package goes back to the O6 level. GOs may require additional AO-level coordination, in some instances, after review of the action package. Unless otherwise directed by the ExecSec or JACO, this level of coordination always occurs before mandatory coordination and Service Director Coordination.

d. Service director level (DARNG and DANG). This level of coordination occurs after completing all lower levels of coordination. Any mandatory coordination, as applicable, must be completed before an action package is submitted to the Service Director’s office. This level approves, modifies, or rejects the AO-level recommendation. A rejected package goes back to the O6 level. Service Directors may require additional AO-level coordination, in some instances, after review of the action package. The NGB JACO can deem CoS-level/J-staff GO-level coordination sufficient for an action requiring VCNGB or CNGB signature if the coordinated position is unanimously “concur” with no comment. In these cases, the Service Directors are provided an information copy of the action.

e. Principal-/Principal Deputy-level signature (CNGB and VCNGB). This level of signature is the final approval for NGB staff positions, policies, and recommendations communicated to other DoD components, interagency partners, the U.S. Congress, the White House, and other activities that coordinate with the NG. This signature level is reserved for CNGB and/or VCNGB, unless otherwise delegated to a Service director or Joint Staff GO by CNGB. All coordination directed by the NGB JACO and/or outlined in action package must be completed before an action is ready for Principal/Principal Deputy consideration. This level approves, modifies, or rejects the AO-level recommendation. A Principal or Principal Deputy may require additional AO-level coordination, in some instances, after review of the action package.

18. Categories of coordination responses. The NGB responds to requests for coordination in three basic ways:

a. Concur. When a coordinating agency/office “concur,” they either have no specific input/comments on the position, policy, or recommendation, or they agree completely with the information as presented. Concur means there are no unresolved substantive or critical issues.

b. Concur with comment. Each AO will provide a CRM with the action package to collect comments. When a coordinating office agrees with the overall position of a staff action but believes additional information and/or perspectives will strengthen the action, the coordinating office will “concur with comment.” This response will be placed on the SSS and the comments provided in a CRM. Always read the instructions on a CRM before providing comments. A “concur with comment” response does not form the basis for a non-concurrence.

c. Non-concur. When a coordinating office disagrees with a position, policy, or recommendation for substantive reasons (i.e., a position, policy, or recommendation violates current regulations or law), or when the information or data presented in a staff action is factually incorrect, the coordinating office will “non-concur” and will submit their comments on the CRM along with appropriate supporting documentation. A “non-concur” must be accompanied by comments on a CRM. The AO must make and document every effort to resolve contentious issues. Non-concurrences must be accompanied by specific recommended changes and a supporting rationale, when appropriate. Suggested changes may also be provided with a non-concurrence; however, they must be clearly distinguished from issues on which the non-concurrence is based. Non-concur positions should be adjudicated by the AO to the maximum extent possible. There are two types of non-concur positions:

(1) Internal non-concur. These apply to internally-generated actions that propose a NGB position, policy, or recommendation on which a coordinating office disagrees. To resolve an internal non-concur, the AO must coordinate with all stakeholders and revise action language to achieve consensus. When internal disagreements cannot be resolved, then the non-concurring offices must provide the NGB OPR references that support their position (e.g., a policy or instruction), and their comments must be included in the CRM. If resolution cannot be achieved at any level of coordination, then the NGB OPR must submit a written explanation signed by the appropriate level GO from the Service component or Staff directorate.

(2) External non-concur. These apply to actions that propose an external agency position, policy, or recommendation on which NGB non-concurs. This applies whenever the proposed final NGB reply rejects the external agency position or policy. The AO must negotiate the controversial issue(s) with the external agency to attempt resolution of the non-concur

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position. The NGB AO must accurately cite law, issuance, or established policy that supports the proposed non-concur. The AO must provide a written explanation of that interchange with the external agency as part of the final action package for the leadership level review.

NOTE: The NGB JACO reserves the authority to request an explanatory memo for a non-concur from the Service component director depending upon the nature of the action.

19. No response from coordinating offices. AOs must not allow disagreements about recommendations or lack of response from a coordinating office to delay the action package. To address such situations, an AO must do the following:

a. Make contact with the unresponsive coordinating office.

b. For failures to respond, note “No Response” on the SSS when coordination was attempted but not accomplished, and include the date the “No response” was entered.

20. Comment Resolution Matrix. Each AO will provide a CRM with every action package to collect comments. “Concur with comment” and “Non-concur” comments by NGB staff offices will be recorded on a CRM and attached to the final action package at TAB C.

21. Interim Responses. When an AO receives a high-level action but legitimately cannot meet the suspense date, he or she will contact the SACO to work out an interim response. Examples of high-level actions that require interim responses are requests from the White House, a Cabinet member, a congressional chairman, an ambassador, the SecDef, the DepSecDef, etc. For routine actions for which the AO cannot meet the suspense for legitimate reasons, the SACO may direct an interim response. An example of a legitimate routine reason for preparing an interim response might be a case of a dignitary requesting air show support with two-day response suspense. This task requires time to coordinate an appropriate response. Thus an interim response would be dispatched to meet the two-day suspense and notify the agency of a fully staffed follow-on response. NGB ExecSec will provide interim responses on behalf of CNGB and VCNGB. Requirements for interim responses include:

a. Acknowledge receipt of the original correspondence and provide an anticipated date for the complete formal response. Include the subject, NGB AO name, email, and phone number. For an interim response to a GO or higher the NGB AO must be an O-6/GS-15 or higher.

b. Directorate/Division Chief (O-6 or equivalent) signs and releases the interim response.

- c. Distribute the interim response to the external agency.
- d. Upload the interim response to the JASMS task documentation.

22. NGB Legislative Liaison (NGB-LL). As a focused SACO, NGB-LL requires three distinct tasking functions. These functions include:

a. Formal Congressional activities. NGB-LL will task formal Congressional Activities through JASMS. NGB-LL will direct all formal Congressional Activity tasks to the appropriate ARNG, ANG, and/or NGB Staff SACO. For taskers requiring CNGB or VCNGB approval, NGB-LL will coordinate responses with NGB-JA, NGB-IG, and the NGB JACO. For matters not requiring CNGB or VCNGB approval, but involving NGB policy positions, NGB-LL will provide the NGB JACO with an information copy, following appropriate staffing to include NGB-JA.

b. Informal Congressional activities. NGB-LL is authorized to originate Informal Congressional Activity tasks directly to any individual or office within the NGB, verbally or by email. For purposes of historical documentation and future reference, NGB-LL may capture the final action and response to Informal Congressional Activity tasks in JASMS.

c. Congressional inquiries. NGB-LL-I is the single point of contact and repository for all Congressional and White House correspondence on behalf of the CNGB, VCNGB, DARNG, and DANG. NGB-LL-I 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 may directly task each SACO as necessary. NGB-LL-I personnel will task written congressional and White House inquiries through JASMS. All responses to congressional or White House correspondence must be completed within the established suspense, normally within three to five business days of receipt. Extensions are granted solely upon OPR leader or SACO justification. All other NGB-LL-I staffing is subject to the guidance in this document.

23. Completed action packages. An action is considered completed when the final documents (official correspondence, coordination sheet, etc.) are approved, signed, and forwarded to the original tasking agency (and any other relevant parties) or when mailed to the addressee.

24. Closing an action package in JASMS. All relevant documents (email documentation, signed final documents) must be uploaded in JASMS for record. NGB-JA legal reviews are "Attorney Work Product" and not releasable; while action offices may rely upon legal reviews for advice, action offices are not permitted to release such reviews nor make reference to them without NGB-JA Chief Counsel (or designated representative) authorization. The signing

authority staff will upload documents to JASMS. Only the initiating office or SACO may close actions.

NGB FORM 0505

NGB ACTION DIRECTIVE The proponent agency is NGB-JACO. The prescribing directive is CNGBM 5050.01.	
JASMS #	INTERNAL SUSPENSE DATE:
DATE:	RED TOP: YES / NO
SUBJECT:	
ASSIGNED TO:	LEVEL OF APPROVAL:
COORDINATION REQUIREMENTS	
SPECIAL INSTRUCTIONS/GUIDANCE	
RESEARCH ASSISTANCE	
NOTES	

NGB FORM 0505

ENCLOSURE C

INSTRUCTIONS FOR COMPLETING THE NGB STAFF SUMMARY SHEET

1. The OPR designated AO is responsible for the SSS from assignment through closure. The SSS provides coordinating offices with critical information: the purpose of the action; essential background information; a brief discussion of the key issues; and a recommendation. The AO updates the SSS in JASMS with the coordinating offices input and the current staffing level.

2. A SSS must be completed for each NGB action. A properly completed SSS provides a stand-alone action summary in a “who what, where, when, and why” format and include:

a. Grade and surname of AO. (AOs can be military, civilian, or contractor.)

b. AO office symbol.

c. AO contact phone number.

d. Internal staffing suspense date generated during task initiation. The SSS requires manual updating if changed after its original creation. (Only the tasking SACO or task originators are authorized to extend the staffing suspense date.)

e. Action subject generated during task initiation. The SSS requires manual updating if changed after its original creation.

f. Date SSS was created or generated.

g. Summary.

(1) Paragraph 1, “Timeline/Milestones.” AOs are responsible for meeting the interim suspense dates established in the Timeline, and establish enforceable suspense dates for each listed agency missed date. This paragraph is only used on the Preliminary coordination SSS and not on the Final coordination SSS. This paragraph is optional for ARNG and ANG internal packages.

(2) Paragraph 2, “Purpose.” The “Purpose” paragraph explains what the action requests, e.g. CNGB approve a Memorandum of Agreement between NGB and the Forest Service

(3) Paragraph 3, “Background.” A brief history that includes relevant facts, policy, and/or precedent that prompted the action. Include any previous staffing and relevant JASMS numbers.

(4) Paragraph 4, “Discussion.” Explains the action and includes key facts, relevant staff positions, and implications that support the recommendation. The discussion should clearly state why and how the action should be approved.

(5) Paragraph 5, titled “Recommendation.” States the recommendation for the final approval authority, normally “Approve xxxx by signing the memorandum at TAB A.”

(6) TAB: Each TAB must have its own bullet. TAB A is the document for the approval authority final signature; TAB B presents the NGB-JA review. TAB C provides the CRM, if applicable. List all other included supporting documentation alphabetically.

(7) SSS OPR task signature approval. Located at the bottom left of the SSS is the signature block of the SSS OPR task signature authority. Authorized authorities are military or civilian; required minimum rank is based on the level of signature for the action (see table below).

Action Required Level Signature	Minimum Level SSS OPR Signature Authority
Principal/Deputy Principal	OPR Directorate Director/Deputy Director
GO/FO	OPR O6/GS-15
O6/Planner	OPR Branch Chief
Preliminary/AO	SME; Based on action content

Table 2. Signature Authority

(8) Coordinating offices will sign the staffing block with surname, grade, date, and appropriate response (see Enclosure B). For actions requiring NGB-JA review, it is appropriate for signature authorities to include “Pending Legal Review” with their response.

3. The primary JASMS SSS, located at the top of the attachments drop-down menu, will reflect the current level of action coordination.

4. Once a level of coordination has been completed, that specific SSS will be saved as an additional document titled with the appropriate level of coordination. The JASMS main SSS will reflect the most current level of coordination.

ENCLOSURE D

JASMS NAMING CONVENTIONS

1. Definition. The JASMS naming conventions govern the naming of JASMS actions or attachments. These conventions help the staff to find a particular type of action or to pull a report according to specific parameters (e.g., a report showing all RED TOPS in the last month).

2. Parameters and Procedures. Always use the following naming conventions when drafting the subject line for a new JASMS action or when naming an attachment that you want to upload to JASMS as a TAB for the final PP:

a. JASMS Subject Lines. When initiating a JASMS task, type the subject line into the Task Detail menu according to the following naming conventions:

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

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

(3) Use “DoD Portal (CNGB-Primary): *Action Title*” for tasks originating from the DoD Publication Portal and the CNGB Primary Coordinator.

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

(5) Use “RED TOP: *Title*” for all RED TOP actions.

(6) Use “HQDA Task#: *Action Title*” for tasks originating from HQDA.

(7) Use “HAF TMT# (only add last 5 digits of TMT task number): *Action Title*” for task management tool-related HQDAF tasks.

(8) Use “Principal Task: *Action Title*” for tasks generated directly from the CNGB or VCNGB that provide information for a specific question or issue raised by the Chief or Vice Chief.

(9) Use “JACO Task: *Action Title*” for JACO-initiated tasks that require JACO review before the final reply can be sent to an external organization.

(10) Use “FOIA Task FOIA Request #- Subject of Request”-for tasks initiated by NGB-JA-OIP that require directorate action

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b. Attachments. When uploading an attachment to JASMS as part of the final PP, use “TAB (Letter): *Name of Document*.” For example, if the CNGB needs to sign a memorandum of agreement, upload and label the documents as follows:

TAB

- A. Memorandum of Agreement
- B. NGB-JA Review
- C. CRM
- D. *Supporting Document # 1*

c. Do not include any names of individuals or other PII, individually identifiable health information (i.e., medical) or other sensitive information (e.g. SPP nomination for a country would not include the country name in the Subject Line).

ENCLOSURE E

RED TOP FUNCTION

1. Definition. Actions designated as a RED TOP in JASMS are the highest priority actions and are highlighted in red at the top of the queue.
2. Parameters. Only SACOs can create RED TOP tasks in JASMS, and they should consider the following before designating a RED TOP:
 - a. What action is required? Does the action require the signature of CNGB, VCNGB, DARNG, or DANG?
 - b. Who originated the task and what is the associated action? Is the task from the White House, Congress, Governors, TAGs, SecDef, DepSecDef, CJCS, SecArmy, SecAF, CSA, CSAF, or ASD?
 - c. What is the suspense? Generally, suspenses for RED TOP action packages are less than 10 business days. The following are typical suspenses which generate a RED TOP:
 - (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 and DANG signature required for TAG due in 10 days.
3. Procedure.
 - a. The SACO must immediately send the OPR an email notice that includes the RED TOP documents and the NGB Action Directive. The SACO must also courtesy copy the appropriate Directorate Executive Officers.
 - b. RED TOP actions requiring GO-level approval will go to the CNGB Executive Assistant; the VCNGB Executive Officers; A/CJCS (NG/RM); C/DAM; the Chiefs of Staff for Joint, Special, and Personal Staffs; the ARNG (ARNG-CSZ) and ANG (ANGRC/CC); SACOs (NGB ExecSec, ANG SACO, and ARNG SGS); JA; IG and Senior Enlisted Leader (SEL).
 - c. If the RED TOP action is Service specific, the RED TOP can go to the Service component: OPR, Chief of Staff, Executive Officer, and SACO (ARNG SGS or ANG CFXS).
 - d. The subject line of the email must read, "RED TOP: *ACTION SUBJECT TITLE*" and must correspond with the JASMS RED TOP action.

e. The NGB Staff Action Directive assists the OPR and AO in developing the RED TOP SSS and related correspondence, to include the following:

- (1) Suspense date.
- (2) RED TOP subject.
- (3) Assigned OPR.
- (4) Coordination requirements.
- (5) Special instructions and guidance for the task.
- (6) Research assistance and notes.

f. OPRs and AOs working RED TOPs must prioritize the task coordination, task action, and appropriate senior-level responses to meet the suspense date. The AO shall carefully review all staff agency responses and coordinate agency comments to ensure the final product fairly represents coordinator intent and position.

ENCLOSURE F

PART I -- REFERENCES

- a. 5 United States Code (U.S.C.) § 552, "The Freedom of Information Act"
- b. 5 U.S.C. § 552a, "The Privacy Act of 1974"
- c. Executive Order 12598, 17 April 1995, "Classified National Security Information," as amended
- d. DoDD 5105.77, 21 May 2008, "National Guard Bureau (NGB)"
- d. DoD 5110.4-M-V1, 26 October 2010, "DoD Manual for Written Material: Correspondence Management"
- f. DoD 5200.1-PH, "DoD Guide to Marking Classified Documents"
- g. JSM 5711.01D, "Joint Staff Correspondence Preparation"
- h. U.S. Government Printing Office, 16 September 2008, "U.S. Government Style Manual"
- i. CNGBI 5000.01, 30 November 2011, "Chief, National Guard Bureau Issuance and National Guard Bureau Publications Guidance"
- j. CNGBM 5000.01, 06 April 2012, "Formats and Procedures for Development of CNGB Issuances"
- k. CNGBI 5050.01, 19 March 2012, "National Guard Bureau Staff Actions"
- l. NGB Action Officer Training Website
- m. NGB Action Officer Handbook
- n. JASMS 3.2, November 2009, "User Manual"

PART II -- RELATED

- a. AR 25-50, 3 June 2002, "Preparing and Managing Correspondence"
- b. AFH 33-337, 1 August 2004, "The Tongue and Quill"
- c. AR 25-52, 4 January 2005, "Authorized Abbreviations, Brevity Codes, and Acronyms"

- d. AFM 33-326, 15 October 2007, "Preparing Official Communications"
- d. DA Memo 25-52, 1 May 2008, "Staff Action Process and Correspondence Policies"
- e. ARNG Memo 25-52, 20 April 2012, "Staff Action Process and Correspondence Policies and Procedures"
- g. NGB Publications and Forms Library Website,
<<http://www.ngbpd.c.ngb.army.mil>> (Accessed 15 August 2012)

ENCLOSURE GL

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

ANG	Air National Guard
ANGI	Air National Guard Instruction
ANGRC/CC	Air National Guard Readiness Center Commander
AO	Action Officer
ARNG	Army National Guard
ARNG-CSZ	Army National Guard Office of the Chief of Staff
ARNG-HRZ	Army National Guard Human Resources Directorate
ARNG SACO	Office of the Secretary of the General Staff (SGS)
ARNG-ZA	Director, Army National Guard
ASD Assistant	Secretary of Defense
ASD (M&RA)	Assistant Secretary of Defense (Manpower and Reserve Affairs)
C/DAM (ZC)	Office of the Comptroller and Director, Administration and Management, National Guard Bureau
CJCS	Chairman, Joint Chiefs of Staff
CNGB (ZA)	Chief, National Guard Bureau
CNGBI	Chief National Guard Bureau Instruction
CNGBM	Chief National Guard Bureau Manual
CNGBN	Chief National Guard Bureau Notice
CONPLAN	concept of operations plan
CRM	comment resolution matrix
CSA	Chief of Staff, Army
CSAF	Chief of Staff, Air Force
DA	Department of the Army
DAF	Department of the Air Force
DANG	Director, Air National Guard
DARNG	Director, Army National Guard
DepSecDef	Deputy Secretary of Defense
DoD	Department of Defense
DoDI	Department of Defense Instruction
DoDD	Department of Defense Directive
DM	Directorate of Management
DOA	delegation of authority
ECC	Office of Executive Communications and Control
EO	equal opportunity
ExecSec	Executive Secretariat Branch
FO	flag officer
FOIA	Freedom of Information Act
GKO	Guard Knowledge Online
GO	general officer
GOMO	General Officer Management Office

HAF	Headquarters, Air Force
HHQ	Higher headquarters
HIPAA	The Health Insurance Portability and Accountability Act of 1996
HQDA	Headquarters, Department of the Army
IAW	in accordance with
JACO	Joint Actions Control Office
JASMS	Joint Applications Staff Management System
JSAPS	Joint Staff Action Processing System
J-Staff	Joint Staff
MB	megabytes
MOA	memorandum of agreement
MOU	memorandum of understanding
NGB	National Guard Bureau
NGB A-1	ANG Manpower, Personnel, and Services Directorate
NGB/CF	Director, Air National Guard
NGB/CFXS	Air National Guard Staff Action Control Office
NGB-IG	Office of the Inspector General, National Guard Bureau
NGB-JA	Office of the Chief Counsel, National Guard Bureau
NGB J-1	Manpower and Personnel Directorate
NGB-J3/7	Domestic Operations and Force Development Directorate
NGB-J5	Strategic Plans, Policy, and International Affairs
NGB JS	National Guard Bureau Joint Staff
NGB AOC	Action Officer Course
NGB-LL	Legislative Liaison Division
NGB-LL-I	Legislative Liaison Congressional Inquiries
NIPRNET	Non-classified Internet Protocol Router Network
OIP	Office of Information and Privacy (NGB-JA)
OPR	office of primary responsibility
OPSEC	Operations Security
OSD	Office of the Secretary of Defense
PII	personally identifiable information
POC	point of contact
PP	paper packet
QC	quality control
RAH	read-ahead
SA	support agreement
SACO	Staff Actions Control Office
SACCP	Staff Action Control and Coordination Portal
SecArmy	Secretary of the Army
SecDef	Secretary of Defense
SES	Senior Executive Service
SIPRNET	Secret Internet Protocol Router Network
SME	subject matter expert
SSS	Staff Summary Sheet
TAG	The Adjutant General

TDY	temporary duty
TMT	Task Management Tool
USAF	United States Air Force
VCNGB (ZB)	Vice Chief, National Guard Bureau
WM	Workflow Manager

PART II. DEFINITIONS

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

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

Air National Guard Directors Action Group (NGB/CFX) -- The workflow office for DANG, which includes the ANG SACO.

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

Chief, National Guard Bureau (CNGB) -- Four-star general officer with administrative responsibility for the NGB. Represents the NG on the JCS.

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

Coordination -- Lateral activity at various levels within the NGB, to capture NGB staff perspectives on important issues.

Concur/Concur with comment/Non-concur -- Coordination response on SSS indicating that the office either agrees (concur), agrees but has recommendations to improve the action (concur with comment), or does not agree (non-concur).

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

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

Directorate/Division (NGB) -- NGB Directorates (ANG/NGB Joint Staff) or Divisions (ARNG) refer to sub-organizations of a Service Directorate; also

referred to as “A-Staff” (ANG), “Joint Staff” (NGB Joint Staff), or “G-Staff” (ARNG).

Dual tasking -- Action in which the NGB is tasked with the same action by more than one agency.

Executive Secretariat (ExecSec) -- Responsible for all correspondence process policy, tasking assignments and monitoring staff action documents originated by, or delivered to, the CNGB, VCNGB or Service Directorates.

Formal Congressional Activities -- NGB-LL formal tasks that have a usual suspense date of two weeks or more, 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 informal tasks that have a usual suspense date of less than 24 hours. These tasks include urgent Requests for Information that the NGB-LL receives via email, telephone, or in person.

Joint Actions Control Office (JACO) -- Responsible for all joint actions within NGB and agent for coordination with JCS and OSD on all such actions.

Joint Application Staff Management System (JASMS) -- The electronic tasking system used by NGB.

NGB Top Four -- The NGB senior leaders: the CNGB, VCNGB, DARNG, and DANG.

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

Note (used on SSS) -- NGB-IG Coordination that indicates they have viewed a JASMS action without providing input because they must remain impartial.

Office of Primary Responsibility (OPR) -- The office or organization with overall responsibility for completing an action.

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

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Office of the Secretary of the General Staff (SGS/ARNG-CSO-S) -- The SACO for NGB ARNG offices.

NGB Staff Elements -- Includes the NGB Personal, Special and Joint Staff; ARNG, and ANG.

Staff Actions Control Office (SACO) -- The NGB ExecSec, SGS, and CFXS are SACOs for the NGB Personal, Special and Joint Staff; ARNG, and ANG, respectively.

Staffing -- Request for coordination, higher approval, or signature, normally directed upward and usually accompanied by an SSS.

Staff Package Paper Packet (PP) -- All documents pertaining to an action are assembled for coordination, signature, or review. Must include the SSS.

Staff Summary Sheet (SSS) -- The official transmittal document for all staffing actions within the NGB. The SSS provides the reader with the purpose of the action, essential background information, bottom-line facts, and a recommendation.

Tasker/Task -- Any action assigned to an OPR or AO for completion.

Vice Chief, National Guard Bureau (VCNGB) -- Lieutenant General with administrative responsibility for the NGB Personal, Special and Joint Staff. The VCNGB acts in absence of CNGB or as delegated.

Workflow Manager (WM) -- A designated directorate staff member who coordinates, facilitates, and reviews JASMS actions.