

# TASK FORCE SOP



**January 2014**

## **MISSION**

The National Guard Association of the United States task forces are special committees appointed by the NGAUS Chairman of the Board per Article VI, Section 6.02 of the NGAUS By-Laws. NGAUS Task Forces act as subject matter experts to the Board of Directors and full time staff in their designated functional areas related to National Guard readiness, modernization, force structure, and other matters of importance to our membership. Task forces report on specific trends in these areas, provide policy recommendations for long-range planning, advise the general conference committee on resolutions, and address special issues assigned by the Board of Directors.

## **Task Forces**

NGAUS task forces are special committees appointed by the NGAUS Chairman of the Board, with concurrence of the Board of Directors (reference NGAUS by-laws Section 6.02). Task forces work closely with the NGAUS legislative staff to provide input on resolutions and fact sheets, advise the general conference committee on resolutions, and address special issues assigned by the Chairman of the Board.

## **Task Force Organization**

Task forces are grouped into three general areas; Joint, Army or Air and then broken down by issue categories or weapon system grouping.

### Joint Task Forces

Personnel-Medical  
Domestic Operations

### Army Task Forces

Fire Support  
Combat Vehicle  
Sustainment  
Army Aviation  
C4I  
Engineer

### Air Task Forces

Combat Air Forces  
Mobility Air Forces  
Combat Support-Mission Support

Joint task forces will report to the NGAUS Chairman of the Board. Army and Air task forces report to the appropriate vice chairs, respectively.

## **Task Force Members**

Task force members must be currently serving National Guard members and current members of NGAUS. They should have in-depth knowledge of the subject matter to be considered by the task force. It is recommended that each task force have a minimum of seven members to avoid tie votes, and to ensure that all six NGAUS areas are represented. All votes of the task force will be conducted in executive session by members of the task force. Task force membership includes the following:

### **Chair**

Each task force will have a chair appointed to preside over all meetings of the task force. The NGAUS Chairman of the Board will appoint task force chairs and vice chairs.

### **Vice Chair**

The vice chair will assume the responsibilities of the chair in his or her absence.

## **NGAUS Area/Issue/Weapon System Representatives - Members**

The National Guard Association has organized the states and territories into six areas for the purpose of ensuring fair representation among regions. Each task force should include a member from each of the six NGAUS areas. Members should possess in-depth knowledge and experience in the designated functional issue area (weapon's system council chairs, commanders, program manager, etc). ANG task forces are authorized to populate their task forces with Weapon's Systems Council (WSC) chairs because these councils represent all ANG units with an interest in that particular function.

## **Professional Staffers – Non-members**

The role of professional staffers is to provide expert assistance and coordination to the task force. They assist with requirements, strategy & plans, modernization, formulating fact sheets, and any other pertinent or conflicting information regarding the functional area of the task force. Professional staffers may include, but are not limited to:

- NGAUS legislative staff\* required member
- National Guard Bureau staff
- Active service component members
- Industry representatives **Note: must be a corporate member of NGAUS.**
- Any other representative as invited by the task force chair

## **Meetings**

Meetings of the task force are at the call of the task force chair. At least two-thirds of the voting body of the task force must be present to satisfy quorum requirements. Teleconference meetings are encouraged.

It is recommended that task forces meet as necessary. However, a minimum of two meetings per year are requested in order to facilitate NGAUS business in a timely and effective manner:

- **Resolutions Review Meeting:** This meeting shall take place prior to NGAUS Board of Directors Summer Meeting. The purpose of this meeting is to review and comment on NGAUS draft resolutions to be considered at the upcoming general conference. This review is documented on the applicable NGAUS tracking sheet.
- **NGAUS General Conference:** The task force chair, or vice chair when chair is unavailable, will attend the NGAUS General Conference. They will participate in the resolutions meetings and hold a task force meeting at the designated time per the master agenda. Industry presentations are encouraged at this meeting. Task Force Chairs are also encouraged to walk the exhibit floor to meet industry members who have an interest in their task force.
- **Prioritization Meeting:** Following the NGAUS general conference, task forces meet to prioritize the adopted resolutions. This must be accomplished by the deadline for the legislative objectives book. In addition to prioritizing resolutions, the task forces must also assist in formulating fact sheets and drafting new resolutions for the following year's resolution process. In the event that the current year's defense bill or NDAA have not passed by this time, the date may be pushed and the meeting can be held via teleconference or done via email. A

meeting with all task force chairs should take place in October if possible to determine top 3 priorities overall for each category (Joint, Army, Air). These will be more strategic priorities or more encompassing equipment priorities and will not replace the equipment modernization priorities established from each task force. NGAUS will reimburse task force chairs [or designated alternate] for expenses to attend this meeting.

- **Open meetings:** Task force meetings shall be open to NGAUS industry members

**Additional Optional Meetings:** Task force chairs are encouraged to attend any forums that will enhance their knowledge and ability to represent their designated functional area. These forums may include events such as the Weapons and Tactics (WEPTAC) Conference, Weapon's System Council meetings, Airlift/Tanker Association, Association of the United States Army (AUSA), and others. If task force chairs cannot attend these meetings in a duty status, NGAUS will fund a limited number of meetings as the budget permits. Prior to booking any travel to attend these meetings as the Task Force Chair a "Task Force Additional Meeting Request Form" (attachment A) must be filled out, submitted to the respective program manager and approved. Additionally, task force chairs should document the proceedings of their meetings and forward minutes of their activities to the respective program manager (see attached standard meeting minutes format), who will then forward a copy to the Chairman of the Board, vice Army & Air, and an information copy to the NGAUS President.

**Meeting Support:** NGAUS will provide a continental breakfast (coffee, donuts, juice) beginning no earlier than 0730 for task force meetings that begin at 0800. NGAUS staff will be available to open the front door no earlier than 0700. Continental breakfast will not be provided for meetings that begin after 0900 (coffee and tea are always available). Lunch will not be provided for large task force meetings unless arranged for in advance and paid for by the task force members. Lunch will be provided for task force chairs during annual prioritization meeting.

## **Task Force Responsibilities**

The Task Force Chair is responsible for:

- Presiding over all meetings of the task force
- Ensuring meeting minutes are recorded and provided to the NGAUS legislative staff, who will then forward a copy to the Chairman of the Board, vice Army & Air, and an information copy to the NGAUS president.
- Providing comment (support/non-support) at the NGAUS general conference resolutions committee meeting
- Recruiting members and professional staff to serve on the task force
- Delivering an annual report to the NGAUS Board of Directors, as required by the Chairman of the Board (Legislative Staff will provide example report)
- Ensuring that the applicable NGAUS Program Manager is provided with a roster of task force members

## **Resolutions**

Task forces play a prominent role in the NGAUS resolutions process. The NGAUS legislative staff will coordinate with task force chairs and identify which task forces are

responsible for each resolution. Due to the nature of their content, some resolutions will be assigned to “NGAUS Board of Directors.”

### Providing Input on Tracking Sheets

Tracking sheets serve as an administrative method to compile the views of the various stakeholders in the resolutions process, including NGB, task forces, and NGAUS BoD. In preparation for the annual general conference, task force chairs will review all draft resolutions and provide their input (support/non-support and comments if necessary) to the appropriate NGAUS program manager (Joint, Army, Air) NLT the Wednesday prior to the summer Board of Directors meeting. Tracking sheets are incorporated into Page 2 of the electronic Draft Resolutions Form. Tracking sheets for standing resolutions are not required unless a stakeholder desires to change position regarding a resolution. The NGAUS legislative staff will coordinate with NGB for their position and comments on draft resolutions.

### Resolutions Committee Meeting

Task force chairs (or designated alternate; vice chair, etc.) are expected to attend and participate in resolutions committee meetings (Joint, Army, Air) during the general conference to provide task force support/non-support and any additional comments for applicable resolutions. NGAUS will reimburse task force chairs (or designated alternate) for the general conference registration fee.

### Resolutions Accuracy

Task Forces are responsible for identifying outdated information and new information to add to standing resolutions. They must work with the state associations to ensure draft resolutions are submitted through the proper process in order to update standing resolutions. This should begin in January by reviewing standing resolutions and contacting states prior to their state association conference.

Refer to the Resolutions Process SOP, which can be found on the NGAUS Web site [www.ngaus.org](http://www.ngaus.org), for more specific information regarding the Resolutions Process.

### Recommendations on Resolutions

All task force recommendations to the states to introduce or delete a resolution shall be displayed on the NGAUS website by the close of the calendar year to provide fair notice to parties that may be affected by that action

## **Establishing Top Priorities**

One of the primary duties of NGAUS task forces is to establish top priorities.

After adoption of the resolution packet at the general conference by the membership, each task force will confer to establish top priorities (3-5 in rank order; all resolutions are assigned to a specific task force). This may be accomplished in any manner the task force chooses; meeting, teleconference, e-mail, etc., but should be a collaborative process of the full task force.

Top priorities for each task force must be established prior to the selected printer’s deadline for the legislative objectives book, usually the first week in November.

NGAUS will produce a Legislative Objectives booklet that contains all resolutions and highlighted priorities for distribution to industry members, congressional offices and other interested parties.

Following the task force's selection of top priorities per task force, each category (Joint, Army, Air) must establish overall priorities. To ensure fairness, the top two-three priorities for each task force will be formally designated as "Top NGAUS Priorities" and will require a fact sheet with funding and fielding/impact information.

### **Fact Sheets**

Task forces are responsible for providing information for the development of NGAUS fact sheets. NGAUS fact sheets are detailed point papers used by the NGAUS legislative staff to educate and inform members of Congress and their staff on the association's top legislative issues. Fact sheets are a support element for resolutions, but differ in that they provide detailed background information along with cost and quantity related information.

### **Travel Support and Guidelines**

Travel arrangements and meetings will be coordinated through the respective NGAUS program manager or legislative assistant who will ensure that the most cost effective means are used in accordance with established NGAUS financial policies.

Throughout the year, as funds are expended, task force chairs will submit an expense voucher for reimbursement to the respective program manager or legislative assistant for approval and processing. No funds will be reimbursed for travel or other expenses that are not approved in advance by the respective program manager and legislative director. Task force chairs should be familiar with NGAUS Financial Policies, Procedures, and Guidelines.

NGAUS will reimburse task force chairs for the annual general conference registration. Reimbursement for this expense should be submitted to the NGAUS financial director.

### **Code of Ethics**

Participants in the NGAUS task force program will not participate in any activity that could impair the ability of NGAUS to objectively represent the NGAUS membership in governmental forums. Also, task forces do not have the authority to make commitments or enter into agreements on behalf of the National Guard Association of the United States. Task force chairs will ensure that each task force member reviews and completes the attached NGAUS Conflict of Interest Policy/Statement. Signed Conflict of Interest Statements shall be submitted for all members of NGAUS task forces by the task force chair to the applicable NGAUS Legislative Assistant (Joint, Army, and Air) not later than January 1st of each year (Statement is for the upcoming year).

**Attachments**

Attachment A: Task Force Additional Meeting Request Form  
Attachment B: NGAUS Conflict of Interest Policy/Statement  
Attachment C: Expense Form

# Attachment A: Task Force Additional Meeting Request Form

## Task Force Additional Meeting Request Form

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Location to be visited: \_\_\_\_\_

Purpose of trip: \_\_\_\_\_

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Date: From: \_\_\_\_\_  
(day & time)

To: \_\_\_\_\_  
(day & time)

### Estimated Expenses:

Airfare \$ \_\_\_\_\_ Lodging \$ \_\_\_\_\_

Tram \$ \_\_\_\_\_ Meals \$ \_\_\_\_\_

Private Auto \$ \_\_\_\_\_ Taxi \$ \_\_\_\_\_

Parking \$ \_\_\_\_\_ Tips \$ \_\_\_\_\_

Rental Car \$ \_\_\_\_\_ Telephone \$ \_\_\_\_\_

Other \$ \_\_\_\_\_

(Details on the reverse)

Total Estimated Expenses: \$ \_\_\_\_\_

Approval:

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_



## **Attachment B – Conflict of Interest Policy/Statement**

### **NATIONAL GUARD ASSOCIATION OF THE UNITED STATES**

#### **MEMBERS OF THE BOARD OF DIRECTORS, AFFLIATED BOARDS, OFFICERS, EMPLOYEES, STANDING AND ADVISORY COMMITTEES POLICY OF CONFLICTS OF INTEREST**

##### ***GENERAL POLICY***

Members of the Board of Directors, Affiliated Boards, Officers, Employees. Members of the Standing and Advisory Committees of The National Guard Association of the United States (the “Association”) must conduct their personal affairs in such a manner as to avoid any possible conflict of interest with their duties and responsibilities as members of the Association.

WHEREAS, the governance of Association is vested in the Board of Directors;  
and

WHEREAS, said Board of Directors recognizes that due to the varied interests and backgrounds of its members of the Board of Directors, Affiliated Boards, Officers, Employees, members of the Standing and Advisory Committees (the “Member(s)”, situations may arise that involve an interest on the part of a Member that might be interpreted as a conflict of interest; and

WHEREAS, said Board of Directors, consistent with the law, desire to set forth a clear statement of its policy governing situations where one or more of its Members has an interest that may be interpreted as being a conflict of interest:

NOW, THEREFORE, IT IS RESOLVED, That the following policy on conflict of interests is hereby adopted:

1. It is the policy of the Board of Directors of Association to require full disclosure by each of its Members of interests or activities that Members may have or be engaged in that might cause Members to act other than in the best interest of the Association.
2. In furtherance of this policy each Member shall:
  - A. Make full disclosure of any possible conflict of interest at any time that a Member has an interest or engages in an activity that relates to a matter that is subject to board action.
  - B. Annually answer a questionnaire designed to disclosure possible conflicts of interest.
3. There is hereby created a Conflicts Review Committee composed of Chairman of the Board, President and General Counsel of Association, that shall review each completed annual questionnaire, make such further investigation of possible conflicts of interest as it may determine to be appropriate, and it shall have a discussion to make a report to the Board of Directors concerning its review and investigations. The

Conflicts Review Committee shall also investigate any other possible conflict of interest involving Members or others which may be brought to its attention from time to time, and shall make appropriate reports to the Board of Directors concerning the same.

BE IT FURTHER RESOLVED: That to implement the foregoing policy of full disclosure of possible conflicts of interest, the following shall serve as a guide to the types and interests and activities that should be fully reported to the Association.

1. OUTSIDE INTERESTS

A. To hold, directly or indirectly, a position or a material financial interest in any outside concern from which the individual has reason to believe the Association secures goods or services (including the services of buying or selling stocks, bonds or other securities), or that provides services competitive with the Association. For this purpose, the Board of Directors hereby defines a “material financial interest” as an interest meeting any one of the following tests:

1. Owning or holding capital stock, obligations, or a combination of both, having an aggregate value in excess of \$100,000 of any concern the capital stock or obligations of which are listed on any nationally recognized securities exchange that does business with the Association.
2. Having an interest in any other outside concern that does business with the Association.

B. To compete, directly or indirectly, with the Association

2. OUTSIDE ACTIVITIES

To render directive, managerial, or consultative services to, or to be an employee, officer, trustee or director of any outside concern that does business with, or competes with the services of the Association, or to render other services in competition with the Association.

3. GIFTS, GRATUITIES AND ENTERTAINMENT

To accept gifts, excessive entertainment, or other favors from any outside concern that does, or is seeking to do, business with, or is a competitor of the Association under circumstances from which it might be inferred that such action was intended to influence or possibly would influence the individual in the performance of his duties. This does not include the acceptance of items of nominal or minor value that are clearly tokens of respect or friendship and not related to any particular transaction or activity of Association.

4. INSIDE INFORMATION

To disclose or use information relating to the Association' business for the personal profit or advantage of the individual or his or her immediate family, or any business entity in which the individual has a "material financial interest."

BE IT FURTHER RESOLVED; No contract or transaction shall be void or voidable for the reason that it is between the Association and one or more of its directors or officers, or between trustees, or officers, or have a financial or personal interest; or for the reason that one or more interested directors or officers participate in or vote in the meeting of the Board of Directors or a committee thereof which authorizes such contract or transaction if:

1. The material facts as to Member of the Board of Directors' relationship or interest and as to the contract or transaction have been fully disclosed to the Board of Directors or the Directors of the Board of Directors; and
2. The Board of Directors; or a committee thereof, in good faith reasonably justified by the facts authorizes the contract or transaction by the affirmative vote of a majority of the disinterested directors constitutes less than a quorum.

For purposes of the above, common or interested directors may be counted in determining the presence of quorum of a meeting of the Board of Directors, or committee thereof, which authorizes the contract or transaction.

BE IT FURTHER RESOLVED; that the Association policy on conflicts of interest shall be reviewed annually for the information and guidance of the Board of Directors; and that any new Member shall be advised of the policy upon entering on the duties of his or her office.

This standard shall apply to all Members of the Board of Directors; all Members of the Board of Affiliate entities, all officers and employees of the Association and Affiliated entities; and Members of all Standing and Advisory Committees. All such policies shall also be applicable to any Member or one's immediate family or any person acting on his or her behalf.

Such Members, officers and employees will be required to attest annually to their familiarity with the Association policies in this regard and to provide information concerning any possible conflict of interest so that disclosure may, if necessary by made.

Whenever there exists a conflict, a matter in question shall be review by the Conflict Review Committee and it shall be determine if such shall be made public by disclosure to the Board of Directors.

**THE NATIONAL GUARD ASSOCIATION OF THE UNITED STATES**  
**CONFLICT OF INTEREST STATEMENT**

Pursuant to the purposes and intent of the Conflict of Interest Statement adopted by the Board of Directors requiring disclosure of certain interests, a copy of which has been furnished to me. I hereby state that I have the affiliations or interests and have taken part in the following transactions that, when considered in conjunction with my position with or relation to The National Guard Association of the United States, might possibly constitute a conflict of interest. (Check "None" where applicable.)

1. Outside Interest an Investments

Identify any outside interests and/or investments as described in the policy of the Board of Directors that you may have: ( ) None

2. Outside Activities

Identify any outside activities as described in the resolution of the Board of Directors that you may have: ( ) None

3. Gifts, Etc.

Identify any gifts, gratuities or entertainment that you have received that might influence your judgment or actions concerning business of the National Guard Association of the United States: ( ) None

4. Disclosure or Use of Information

Identify any affirmation relating to The National Guard Association of the United States' business that has been disclosed or used for the personal profit or advantage of yourself, members of your immediate family, or any business entity in which you have "material financial interest": ( ) None

5. Other

List any other activities in which you are engaged that might be regarded as constituting a conflict of interest: ( ) None

I hereby agree to report to the President any change in the responses to each of the foregoing questions which may result from changes in circumstances before completion of my next questionnaire.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Member

\_\_\_\_\_  
Name (Please print)