



NATIONAL GUARD BUREAU
111 SOUTH GEORGE MASON DRIVE
ARLINGTON VA 22204-1382

ARNG-MR

10 July 2012

MEMORANDUM FOR The Adjutants General of all States, Puerto Rico, the US Virgin Islands, Guam, and the Commanding General of the District of Columbia

SUBJECT: A Focus on Readiness

1. Since 9/11, the Army National Guard (ARNG) has mobilized more than 500,000 Soldiers in support of federal missions both overseas and domestically. I am proud to say we have met our nation's call and provided highly trained and ready forces to meet that demand. As we rebalance our force to meet requirements in supporting evolving threats and strategies facing our nation, we must ensure that our continued role as an operational force is not degraded.
2. While we continue to be successful in surging readiness, we must shift our focus to improving our sustained readiness. Our units must build progressive readiness through the Army Force Generation (ARFORGEN) cycle while meeting the ARNG ARFORGEN aim points. We need to get back to the basics of "wartime readiness" as reflected in the Commander's Unit Status Report. Commanders must be personally involved in readiness reporting and fully aware of readiness requirements.
3. Personnel readiness is a core measurement which supports sustained readiness within ARFORGEN. Reviewing personnel management systems to ensure timely updates to Soldier records is a Command responsibility. This requires oversight by JFHQ staff. A recent test case evaluated a Division Headquarters and an IBCT. The test improved those two organizations by 11%, or a total of 455 Soldiers. This was primarily accomplished by either reassigning excess personnel or updating the Soldiers MOS.
4. The ARNG Readiness Improvement Program (ARIP) was developed by the staff as a pilot program designed to assist States in identifying areas for improvement. The ARIP team can provide assistance and readiness solutions to aid States and major commands in assessing and developing solutions to improve overall unit readiness. I encourage you to use this asset in your efforts to build readiness and improve the force.
5. The point of contact is COL Carlton Day, Chief, Mobilization and Readiness Division, at DSN 327-7371, 703-607-7371, or carlton.day@us.army.mil.

A handwritten signature in black ink that reads "William E. Ingram, Jr." with a stylized flourish at the end.

WILLIAM E. INGRAM, JR.
Lieutenant General, USA
Director, Army National Guard