



DEPARTMENTS OF THE ARMY AND THE AIR FORCE  
NATIONAL GUARD BUREAU  
1411 JEFFERSON DAVIS HIGHWAY  
ARLINGTON, VA 22202-3231

NGB-ZA

1 July 2003

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: (All States Log # P03-0038) National Guard Bureau Transformation

1. As we discussed on 18 May 03 at the Adjutants General of the United States (AGAUS) Conference, **the National Guard must transform** in order to remain ready, relevant, and proactive. Transformation within the National Guard will build our warfighting capabilities and enhance what we already have to be able to deal with new threats and emerging realities.
2. At AGAUS, I told you my number one priority was to turn the National Guard Bureau (NGB) into a truly joint organization. I assured you that NGB was going to "lead by example" by going first and we are.
3. Effective immediately, the NGB staff will operate as a joint staff. The following joint staff elements will be operational 1 July 2003: Joint Staff Principals, Secretariat of the Joint Staff, J-1 Directorate (Manpower and Personnel), J-5/J-7 Directorate (Plans, Policy, and Interoperability), J-8/Comptroller Directorate (Force Structure Resources and Assessment), and Joint Directorate of Military Support (JDOMS). The remaining elements of the organization will stand up as fully capable in the joint staff configuration, not later than 1 October 2003. Those joint staff elements are: Personal and Special Staff, Directorate of Management, J-2 Directorate (Intelligence), J-4 Directorate (Logistics), and the J-6 Directorate (Command, Control, Communications, and Computers).
4. The following were considered while developing plans for this initiative:
  - a. Transforming into a joint staff would help ensure the Joint Chiefs of Staff/combatant commanders understand and relate to our staff configuration.
  - b. Reconfiguration must increase efficiency and take place within existing NGB resources.
  - c. The Directors of the Army and Air National Guard would continue to resource, man, equip, and train to ensure mission accomplishment. Their roles will expand to acting as the Deputy Chief, NGB for Army or Air.

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- d. Opportunities would be available for NG personnel to get joint staff credit.
  - e. The NGB Chief Counsel would actively participate throughout the planning process and develop a recommended legislative package NLT 1 October 2003.
5. Please continue to communicate with NGB functional areas as you have in the past. Additional information concerning specifics (e.g., phone directories, updated organization chart, etc.) will be forthcoming.
6. Point of contact is Mr. Gardner, (703) 607-3650 or DSN 327-3650. Mr. Gardner is currently the Acting Director, Joint Staff. He is responsible for implementing the establishment of the joint staff at the NGB.



H STEVEN BLUM

Lieutenant General, US Army  
Chief, National Guard Bureau

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