



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 SEE DISTRIBUTION

SUBJECT: National Guard Bureau Transformation

1. As we've discussed, **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. Therefore, we have to start at the top and transform the National Guard into a joint organization at all levels.
2. On 18 May 03, at the Adjutants General Association of the United States (AGAUS) Conference I shared my vision of turning the National Guard and the National Guard Bureau (NGB) into a truly joint organization. One of the major initiatives required to accomplish this will be consolidating headquarters in the states and territories and eliminating the perception that there are three separate organizations at NGB.
3. I committed to the Adjutants General that the NGB is going to "lead by example" by going first and we are. The Adjutants General agreed to consolidate their state, Army National Guard and Air National Guard headquarters and create joint organizations in each state and territory.
4. Effective immediately, NGB 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 mission 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).
5. The following were considered while developing plans for this initiative
 - a. 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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- b. Reconfiguration must increase efficiency and take place within existing NGB resources.
 - c. Transforming into a joint staff will help ensure the Joint Chiefs of Staff/combatant commanders understand and relate to our configuration.
 - 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.
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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