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Force Management

ARMY NATIONAL GUARD FORCE PROGRAM REVIEW

By Order of the Secretary of the Army:

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History. This publication is a major revision. The portions affected by this major revision are listed in the summary of change.

Authorities. This regulation implements Title 32, United States Code (USC), Section 117, Title 10, USC, Sections 117 and 18238, and DODI 1225.08.

Applicability. This regulation applies to the Army National Guard (ARNG)/ARNG of the United States unless otherwise Stated.

Proponent and exception authority. The proponent of this regulation is the ARNG Force Management Division (ARNG-FM). The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. Supplementation of this regulation is prohibited without prior approval from ARNG-FM, 111 South George Mason Drive, Arlington, VA 22204.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to ng.ncr.arng.list.nggb-arng-otz-fm@army.mil

Distribution. This regulation is available in electronic media only and is intended for the Regular Army, the ARNG/ARNG of the United States, and the U.S. Army Reserve.

*This publication supersedes NGR 71-1, April 2017.

CONTENTS

TABLES

FIGURES

Chapter 1
Introduction

1–1. Purpose
The purpose of this regulation is to provide objectives, processes, and responsibilities for the ARNG Force Program Review (FPR). The ARNG FPR includes four processes: capability divestment, stationing, force design updates, and modernization of ARNG force structure allocations. These processes support the needs of the ARNG and execute decisions of the Department of Defense (DOD), Headquarters Department of the Army (HQDA), and National Guard Bureau (NGB).

1–2. References and Publications
Required and related publications are listed in Appendix A.

1–3. Explanation of Abbreviations and Terms
Abbreviations and special terms used in this regulation are listed in the Glossary. Throughout this document, the term “State” will refer to the States and Territories of the United States, including the District of Columbia. Throughout this document, the term “TAG” will refer to The Adjutants General of each State or Territory, to include the Commanding General of the District of Columbia.

1–4. Responsibilities
All ARNG organizations will support FPR processes as required. General responsibilities provided below.

a. National Guard Bureau and Army National Guard staff

(1) Chief, National Guard Bureau (CNGB). The CNGB retains final stationing decision authority of new force structure and interState re-stationing of existing force structure of the ARNG.

(2) Director, Army National Guard (DARNG). The DARNG implements DOD, HQDA, and Chief, National Guard Bureau (CNGB) guidance on structure, strength authorizations, and other resources of the ARNG.

(3) Deputy Director, Army National Guard (DDARNG):

(a) Serve as the Chair for the Force Validation Board (FVB).
(b) Task States and ARNG staff for support, as required.

(4) ARNG G-3/5/7 – Assistant Director for Army National Guard Operations, and Training. The G-3/5/7 will:

(a) Serve as a member for the FVB
(b) Ensures synchronization of plans, governance, and ARNG strategy into the FPR processes.

(5) Force Structure Readiness Advisory Committee (FS RAC). The FS RAC analyzes and provides recommendations to the DARNG on strategic issues regarding ARNG force structure through the lens of State-level senior leaders to ensure the 54 States and Territories and District of Columbia have a balanced force with the capability to meet end strength goals, federal mission requirements, and domestic posture to support civil authorities.

(6) ARNG, Chief of Readiness and Plans Division. The Readiness and Plans Division will ensure review, approval, and integration of approved readiness regulations and programs into FPR processes.

(7) ARNG, Chief of Force Management (CFM). The CFM will:

(a) Exercise primary ARNG staff responsibility for all aspects of the FPR process.
(b) Provide informed recommendations concerning either ARNG capability divestment or stationing actions to the DARNG and CNGB.
(c) Provide analytical assessment of force structure to the CNGB, DARNG, and The Adjutants General (TAGs) to make informed decisions.

(8) ARNG G-1 – Assistant Director for Army National Guard Human Resources. The ARNG G-1 will:

(a) Serve as a member for the FVB
(b) Assess and make recommendations concerning personnel readiness metrics and information applications related to FPR processes.

(9) ARNG G-4/9 – Assistant Director for Army National Guard Logistics, Installation, and Environment. The ARNG G-4/9 will:

(a) Serve as a member for the FVB.

(b) Forecast equipment availability and cost to support required force structure actions.

(c) Assess impacts resulting from force structure actions to real property and installations.

(10) ARNG G-8 – Chief Financial Officer. The ARNG G-8 will:

(a) Serve as a member for the FVB.

(b) Assess implications of capability divestment, cost, and stationing actions on equipment modernization.

(11) ARNG Chief of Staff – COS. The ARNG COS will:

(a) Serve as a member for the FVB.

b. The Adjutants *General (TAGs).* TAGs will:

(1) Support the FPR process as required.

(2) Provide analysis and assessment of proposed capability divestment and stationing as appropriate for structure related to their state.

(3) Coordinate unit status changes and stationing actions for ARNG forces In Accordance With (IAW) National Guard Regulation (NGR) 10-1, with the consent of the Governor pursuant to the provisions of Title 10, Unites States Code (USC), Section 18238 (10 USC 18238) and Title 32, USC Section 104 (32 USC 104).

1–5. Records Management (recordkeeping) Requirements

The records management requirement for all record numbers, associated forms, and reports required by this publication are addressed in the Records Retention Schedule–Army (RRS–A). Detailed information for all related record numbers, forms, and reports are located in Army Records Information Management System (ARIMS)/RRS–A at https://www.arims.army.mil. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS–A, see DA Pam 25–403 for guidance.

Chapter 2
ARNG Force Program Review Process

2–1. Total Army Analysis (TAA) Overview

a. Force Structure *Process.* The force structure process is an integral part of the Office of the Secretary of Defense (OSD) Planning, Programming, Budgeting, and Execution process (PPBE) and the Joint Staffs Joint Strategic Planning System (JSPS). The force structuring process develops a fiscally constrained force based on National Defense Strategy (NDS) objectives, threats, and the dynamics of internal and external constraints. Development of the fiscally constrained force achieves an affordable and competent force capable of supporting national objectives.

b. Program Objective *Memorandum (POM) Force.* The POM force development occurs during the Army's TAA. The TAA process and the POM force identify the capabilities to achieve the full spectrum of missions expected of the Army. The TAA process generates the operating force, combat forces along with the best mix of support and sustainment forces; defines the generating force; and identifies risk in order to determine a force resourced against requirements and budgetary constraints. The resulting force for each program year becomes the TAA base force. The Force Synchronization Review (FSR) is part of the process conducted during the resourcing phase to review and adjust the base force to assure affordability, supportability, and ability to execute. Review of contentious unresolved issues occur during a FSR, and are ultimately resolved prior to approval by the Army leadership. Subsequently, the Secretary of the Army (SECARMY) and Chief of Staff of the U.S. Army (CSA) approve the force as the Army's POM force. The Army provides the POM force to OSD with a recommendation for approval.

c. TAA Phased *Force.* TAA is a phased force structure analysis process that examines the projected Army force from both qualitative and quantitative perspectives. The product of TAA is the Army's POM force, captured in the Army Structure Memorandum (ARSTRUC). The basis for the POM includes dynamics of both internal and external inputs, including anticipated threats, scenarios, assumptions, Combatant Commander (CCDR) priorities and complex Army coordination and agreements. Examples of these inputs are allocation rules, resource assumptions, warfighting capabilities, and infrastructure priorities. The product of TAA and the POM processes is the approved and funded force structure for America's Army. For resourcing purposes, the POM force apportionment occurs among five components (COMPO): the Active Army (COMPO 1), the ARNG (COMPO 2), the U.S. Army Reserve (USAR) (COMPO 3), un-resourced unit equivalents (COMPO 4), and Army Prepositioned Stocks (APS) (COMPO 6). The resulting POM force represents the force structure for future POM development. It includes the documented structure for all Army components throughout the POM years.

d. ARNG and *TAA.* Within the Army TAA process, the principal goal of ARNG's Force Management Division is to limit rebalancing capabilities within the States while still maintaining the self-sufficiencies of Command-and-Control elements, and the States' domestic response capabilities. The Army strives to limit changes to the Reserve Component (RC) force mix, when possible, to preserve resources and enable readiness. In COMPO 1 "Soldiers are brought to units," while in COMPO 2 and 3, "units are brought to Soldiers." As a result, the turbulence associated with changes to force structure typically has greater impact on RC formations. Force Structure turbulence results from the multiple activations, in-activations, and re-stationing of units across the 54 States, resulting in thousands of Soldier reassignments, reclassifications (MOSQ training), in-State re-training, relocation of equipment (secondary destination charges), loss or increase in facility usages and lastly, the loss of accumulated collective training proficiencies.

e. TAA Decisions *Affecting COMPO 2*. TAA decisions affecting COMPO 2 do not direct specific units for divestment or locations for capability stationing. Those decisions are at the discretion of the DARNG and CNGB. The ARNG FPR process will provide recommendations and inform the DARNG to advise the CNGB to implement TAA actions. The CFM will initiate the ARNG FPR process upon announcement of a capability divestment or stationing action due to a TAA decision. Decisions may be the result of Congressional or OSD directed actions. Excursions outside of the normal TAA cycle may be required in the event of significant unforeseen changes in Army fiscal resources.

2–2. ARNG Force Program Review Processes

The ARNG FPR consists of three processes: divestment, stationing, and modernization. The FPR examines the projected ARNG force from both a qualitative and quantitative perspective. These processes first determine recommended unit divestments and then the stationing of new capabilities. The ARSTRUC includes the outcomes of the ARNG FPR. The three processes of the FPR will be discussed in detail below: 2-3 for Divestment, 2-4 for Stationing and, 2-5 for Modernization.

2–3. Divestment Process

The Divestment Process consists of the collection of unit specific assigned strength and duty MOS qualification (DMOSQ) fill rate as the initial quantitative analysis. The collection of a State populated impact chart and a standardized two-page written narrative from The Adjutants General (TAGs) provides the initial qualitative analysis. The Force Management Unit Review Board (FMURB) reviews both the State impact chart and the TAG narrative along with the quantitative analysis. Chapter 4 provides descriptions of the Standard and Complex Unit divestment processes depicted in Figure 2-1.

a. Assigned Strength *and Duty MOSQ Fill Rate*. Assigned strength and duty MOSQ fill rate data is used to examine parent unit-level (AA-level unit identification code) personnel readiness metrics to rank like-type units for divestment. Personnel metrics are primarily used for quantitative analysis since units/States have the greatest ability to impact those elements. Collected personnel data establishes an order of merit list (OML) that becomes the initial ranking of units recommended for divestment. Appendix B provides additional details and definitions of the metrics.

b. Additional Analysis. Subject to the DARNG's guidance and unique capabilities or requirements associated with certain force structure, additional analysis or metrics may be required to fully inform the decision cycle. The CFM will determine the additional staff framework of analysis or metrics beyond duty MOS fill rate required to assist the FMURB to develop a fully informed recommendation to the DARNG for his advice to the CNGB for decision. The DARNG retains approval authority for the use of additional analysis or metrics. Use of this process makes routine TAA divestment recommendations to the ARNG force mix. Figure 2-1 provides an overview of the divestment process. The standard divestment process consists of the following steps depicted in the figure below.

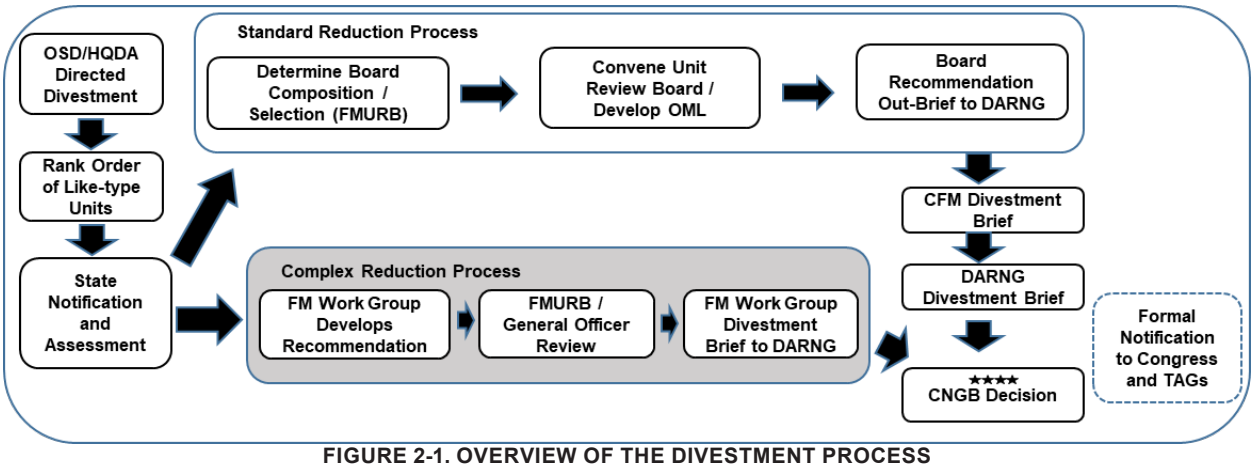


FIGURE 2-1. OVERVIEW OF THE DIVESTMENT PROCESS

(1) Step 1: OSD/HQDA directs the reduction of force structure in the ARNG through the ARSTRUC.

(a) Directed reductions only specify the types of unit divestments based on the capability. The CFM initiates the FPR divestment process to determine which specific units will comprise the reduction of force structure.

(b) ARNG FM Division identifies capabilities for divestment by Standard Requirement's Code (SRC) and conducts a crosswalk of the SRC with the matching Unit Identification Codes (UICs) in the ARNG current or future force file.

(2) Step 2: Rank order like type units. **Duty MOSQ fill rate and Assigned Strength is the quantitative baseline for evaluating units. ARNG FM Division develops a unit 1-N list for each capability or SRC identified for divestment.**

(3) Step 3: State Notification: **Initial Notification occurs as early as possible to allow maximum time for analysis by the State. ARNG FM Division, ICW the ARNG G3, will notify all State G3s and Force Integration Readiness Officers (FIROs) having the identified SRC subject to potential divestment.**

(4) Step 4: State Assessment Inputs: State Impact Assessment and Inputs to FMURB. Input from a State is a two-step process. The State impact charts, and a written narrative memorandum signed by the TAG serve as the basis for State impact assessment submissions. Although submission and content of the memo is mostly the discretion of a State, the memo will not exceed two pages. There will be two impact charts used to provide qualitative data on units identified for potential divestment. States submit the first impact chart with structure identified for potential divestment. In general, allotment of a 30-day suspense provides enough time for the development and submission of impact charts and TAG memo; however, requirements from higher echelons may force an expedited process. ARNG staff will provide a separate impact chart that contains fixed metrics on the impacts of potential divestment. The ARNG FM Organizational Integrator (OI) provides the metrics to all impacted States.

(a) The State chart contains two sections. Section 1 provides the impact that the unit divestment would have on the State. Section 2 addresses the impact of operational requirements on the unit. Figure 2-2 provides potential issues that may be relevant; potential issues are not limited to those identified.

(b) Population of the ARNG impact chart by headquarters staff explains the additional relevant information on the potential unit divestment. Figure 2-3 provides potential information for consideration; potential information is not limited to information identified. Upon notification of the divestment process, ARNG FM will update the impact charts for each impacted State. Individual States may review the ARNG chart through coordination with ARNG FM to ensure validity of information. Actions to be completed during this process are shown below:

(i) Review of unit mobilization history for units by SRC.

(ii) Provide a general impact analysis for the action to include State historical data for end strength and force structure allowance and programmed force structure actions for the SRC within the State.

(iii) Assess implications of capability divestment actions on equipment modernization and fielding.

(c) The CFM recommends the type of divestment process for DARNG consideration. At this point, the DARNG decides between utilizing a standard or complex divestment process. If it is a standard

divestment process, the process continues as outlined below. Chapter 4 provides additional details on the two types of divestment processes.

Security Classification

State Divestment Impact Chart

State: XX | **UIC: WxxxAA** **Action Officer:** (Name, E-mail, Telephone)

Unit Loss Impacts on State	**Operational Impacts on Units**
• Force Structure Mix / Balance • Emergency Management Impact • Full-Time Support • Military Occupational Specialty (MOS) progression • Other Impacts: i.e., unit lineage and honors, etc.	• Title 10 deployment impacts on readiness • State active-duty usage • Future/current mission commitments • Other Impacts

FIGURE 2-2. EXAMPLE STATE DIVESTMENT IMPACT CHART

Security Classification

ARNG Divestment Impact Chart

State: XX **UIC: WxxxAA** **G3 Action Officer:** (Name, E-mail, Phone)
GS Action Officer: (Name, E-mail, Phone)

Mobilization Data	**Force Structure Data**
MDIS populated mobilization data. Example: "During the past 5-year period this unit accumulated a total of 53-man days of deployed Soldiers."	*G3 Organizational Integrator input.* • Assessment of State Force Structure Allowance and End-Strength. To account for changes to the force structure program, include current and end or program position based on last approved Command Plan. The loss of structure could result in an FSA-ES imbalance within the State setting conditions for potential FSA right sizing actions. • Recent and programmed force structure changes within the 2-digit SRC.
Equipment Modernization Data *GB System Integrator input.* • Current modernization level of unit relative to SRC. • Impact on programmed equipment fielding.	

FIGURE 2-3. EXAMPLE ARNG DIVESTMENT IMPACT CHART

(5) Step 5: FMURB. The DARNG retains the authority to select board members for the FMURB process with an appropriate mix of representatives from the 54 States and Territories and the District of Columbia. Depending on the scale of the force structure reduction decision, a board convenes at the General officer level or a Council of Colonels level. HQDA will add representatives from the Army Secretariat and the Army staff to the ARNG FPR FMURB as board observers who are non-voting members. Other subject matter expert board observers may be present as approved by the DARNG. Chapter 4 provides additional guidelines for the FMURB.

(a) Unit Board Packets. The duty MOSQ fill rate OML, TAG narratives, and State and ARNG impact charts are the basis for board packets. The responsible Organizational Integrator (OI) will build all board packets for all considered units for divestment. The OI is responsible for that portion of the board during proceedings.

(b) Guidance to the FMURB. Force Integration Branch, ICW the CFM, requests any specific guidance the DARNG would like to provide to the FMURB. This guidance may be either verbal or written. If the DARNG decides to provide written guidance, all members of the FMURB receive it as a part of the board packet.

(6) Step 6: Convening of the FMURB. The information contained in the unit board packets as prescribed above is the basis for assessment. The FMURB applies the guidance it receives and reviews State impact charts, TAG narratives, and the OML list generated by duty MOSQ fill rate data to develop a fully informed recommendation of units for divestment. The board will likely be required to make multiple divestment recommendations across several SRCs. The output of the board process is the FMURB OML for each SRC reviewed. Chapter 4 provides additional guidance on the board voting process. Actions to be completed during this step are shown below:

(a) ARNG FM Division ICW the FMURB board members will coordinate the required administrative and logistic requirements necessary to convene the FMURB.

(b) Each responsible FM programming branch will provide subject matter experts (SMEs) to the board to explain the mission and functions of the SRC as necessary.

(7) Step 7: FMURB Out Brief. The original duty MOSQ fill rate OML, the FMURB OML, and the divestment recommendations with supporting rationale, as determined by the FMURB, are the basis to conduct the out brief. The FMURB presents divestment recommendations to the DARNG or designated representative.

(8) Step 8: CFM Divestment Decision Brief. The responsible FM programming branch will brief the CFM on the initial OML results, as well as the FMURB recommended adjustments. The CFM may concur with the board recommendations or create a CFM recommended Course of Action (COA) based on factors not available to the board (e.g., multiple divestment actions in the same State). The CFM discusses his or her recommendation with the FMURB President for review and concurrence prior to the DARNG divestment decision brief.

(9) Step 9: DARNG Divestment Decision Brief. The FMURB president will brief the DARNG in conjunction with the CFM. If the FMURB president is unavailable, the CFM will brief the DARNG on behalf of the president. The recommendation briefing will include the original duty MOSQ fill rate OML ranking, the FMURB OML and recommendations, and, if necessary, the CFM recommendations. The DARNG may seek the advice of a General Officer review board during the decision cycle.

(10) Step 10: CNGB Decision Brief. The CNGB makes the final divestment decision unless otherwise delegated.

(11) Step 11: Decision Notification. Due to the potential sensitive nature of divestment decisions, the DARNG may request to make initial informal notification to the impacted States, TAGs, Congressional Committees, and Congressional Representatives affected by the decision.

(12) Step 12: Decision Documentation. Actions to be completed during this process are shown below:

(a) Once directed, ARNG FM Division will document the decision on a memorandum for record for the DARNG's signature and distribute to the impacted TAG, G3, FIROs, and HQDA for documentation in the ARSTRUC and the Structure and Manpower Allocation System (SAMAS).

(b) ARNG FM Division will archive the DARNG decision brief, decision memorandum, and all FMURB documents.

(c) ARNG FM Division will complete appropriate Reserve Component Automation System (RCAS) programming actions.

(d) ARNG FM Division will prepare a consolidated list of all divestment actions for the FMURB board members once all pending decisions are complete.

2–4. Stationing Process

The Stationing Process involves effective stationing, or re-stationing, of existing or new ARNG units and requires both qualitative and quantitative analysis. Analysis of State-level paid strength to force structure allowance provides initial quantitative analysis. Collection of a State populated stationing analysis memo

is the qualitative information that is reviewed by the ARNG FVB. Paragraph 2-5 provides a detailed discussion of the stationing process.

a. Paid Strength (PS) to Force Structure Allowance (FSA) Ratio. The PS to FSA ratio divides the average PS from the previous two-year period of the current command plan to the average FSA of the first two years of the current command plan. This transparent metric ranks a State's ability to provide ready personnel to maintain and station new capabilities. ARNG FM creates an OML list ranking states from highest to lowest based on PS to FSA. Appendix C provides additional details and definitions.

b. Additional Analysis. The FVB, ICW the CFM and FS RAC, may determine whether additional metrics are required to develop stationing recommendations. The DARNG retains approval authority for the use of additional metrics and analysis.

This process is used to station or re-station allocated force structure resulting from a TAA decision. Stationing decisions should occur after approved divestment decisions ensuring a fully informed stationing process. Figure 2-4 describes the stationing process flow chart of the standard stationing process.

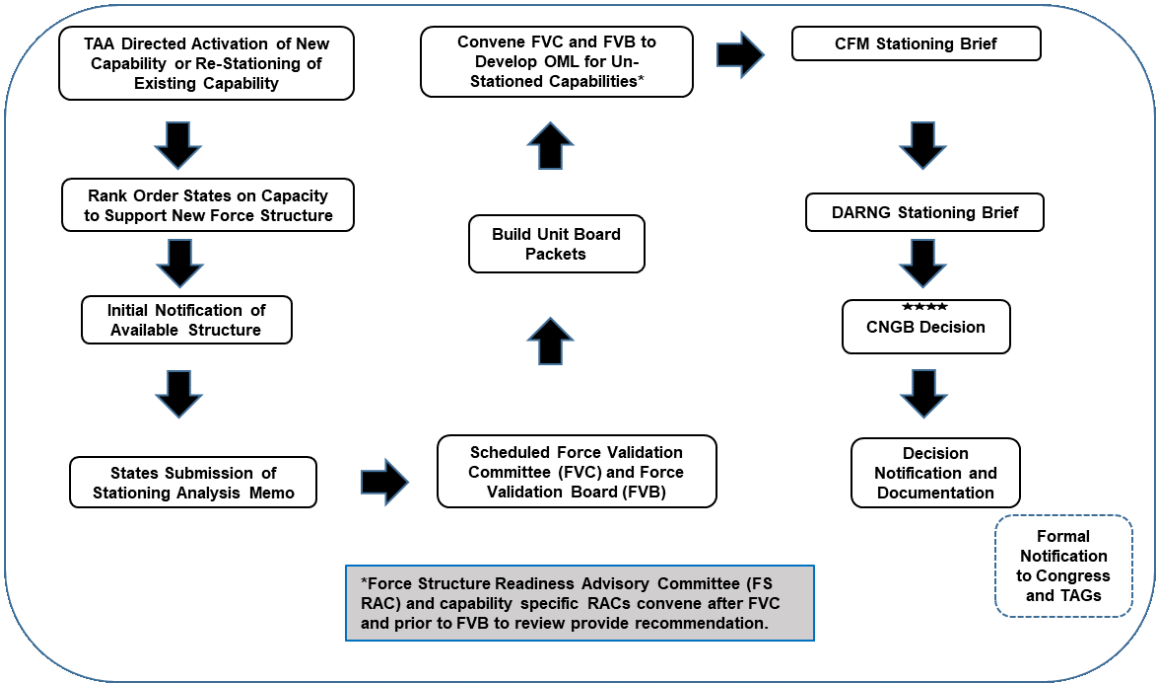


FIGURE 2-4. STATIONING PROCESS FLOW CHART

(1) Step 1: OSD/HQDA directs activation of new capability in the ARNG. Activations direct only the types of units activating. It is the responsibility of the ARNG to identify which States will receive new force structure. The ARNG FM Division obtains the SRC detail along with the approved Modified Table of Organization and Equipment when available and initiates analysis.

(2) Step 2: Rank Order States. The PS to FSA ratio serves as the basis for evaluating a States potential to gain and maintain new force structure. The ARNG FM Division reviews TAA force structure allocations to identify new or un-stationed capabilities, by SRC, and begins initial analysis of a State capacity to grow new structure. The output for this step is an OML that ranks States from highest to lowest.

(3) Step 3: Initial Notification. All State G3s and FIROs are notified through ARNG Supplemental Guidance and an email to the FIRO of the capabilities identified for stationing, and a timeline for action.

(4) Step 4: Stationing Analysis Memo and State Level Force Integration Functional Area (FIFA) Analysis. States that choose to request a capability must submit a stationing analysis memo to inform the ARNG FVB of the State's ability to successfully and efficiently activate the new capability. When developing stationing recommendations, the ARNG FVB examines the affordability, supportability, sustainability, and a State's current mix of capabilities. Optimally, a 21-day suspense provides the appropriate time for the stationing memo submission; however, requirements from senior leaders may force an expedited process. At a minimum, the memo should address the information requirements identified in Table 2-1 below. States will also provide a FIFA analysis to provide additional detail and explanation for their capacity to

gain and support a new capability. See appendix E for example FIFA analysis charts.

TABLE 2-1
MINIMUM INFORMATION REQUIREMENTS FOR STATIONING ANALYSIS MEMORANDUM

Necessity	What is the strategic need for this structure in the State? States with multiple stationing requests must submit a memo for each capability and indicate priority for each request.
Force Mix	What would be the impact on the State's current force structure mix? What current capability would the State divest to station the new capability?
Manning	What is the State's strategy to man this structure?
Training	What is the State's strategy to train this structure?
Equipping	What is the State's strategy to equip this structure?
Sustaining	What is the State's strategy to sustain this structure?
Stationing	What is the State's stationing strategy? Are there any projected MILCON requirements for the stationing strategy?

(5) Step 5: Force Validation Committee (FVC). The FVC is an O-6 Council of Colonels (CoC) level committee with members from the G-1, G-3/5/7, G-4/9 and G-8 who provides initial review of stationing analysis prior to convening of the FVB.

(6) Step 6: Force Validation Board (FVB). The FVB is a permanent board established with members from the ARNG COS, G-1, G3/5/7, G-4/9, and G-8. The ARNG DDARNG is the chair with the G-3/5/7 and G-8 as co-chairs. The FVB will meet as needed to validate force structure options, priorities, risks, and implementation. Normally, FVB process observers come from States not directly affected by stationing actions and coordinated through the Force Structure Readiness Advisory Committee (FS RAC). A Director's RAC may observe and advise if their RAC has equities or need to answer questions.

(7) Step 7: Unit Board Packets. State stationing analysis memos, the PS to FSA ratio OML, and programming branch recommendations are the basis for board packets. The ARNG Force Management Division is responsible for all SRCs or considered capabilities for stationing, and will assemble the packets.

(8) Step 8: Convening of the FVB. The information contained in the State board packets are the basis for assessment. The FVB applies guidance provided by the DARNG and examines the alternatives presented to determine the States best suited for the new capabilities. The output of this step is a fully vetted stationing recommendation. To promote transparency of the process, while also preventing parochialism, State process observers selected by either the DARNG or a designated General Officer review board, who to the greatest extent possible will be from non-affected States, will be allowed to observe the board's discussions, but will not participate in the board's deliberations. Actions to be completed during this process are shown below:

(a) ARNG FM coordinates the administrative and logistics requirements for the FVB.

(b) ARNG FM will provide SMEs to the board to explain the mission, functions, equipment, and manning requirements of the capability as well as branch stationing recommendations.

(c) ARNG FM will provide a board recorder to accurately capture the board's recommendations and reasoning for the CFM and DARNG.

(9) Step 9: CFM Stationing Decision Brief. The CFM receives the PS to FSA ratio results and the FVB recommendation(s) from the Force Integration branch (FMF) and affected programming branches. The CFM can concur with the board recommendations or create a CFM recommended COA along with a FS RAC recommendation. The CFM discusses his or her recommendation with the FVB president for review and concurrence prior to the DARNG and CNGB stationing decision briefs.

(10) Step 10: DARNG Stationing Decision Brief. The PS to FSA ratio results and the FVB/CFM recommendations are basis for the decision brief. The State stationing analysis memos should be readily available. The CFM and any key staff will brief the DARNG.

(11) Step 11: DARNG Stationing Decision Brief. The CNGB makes the final stationing decision unless otherwise delegated.

(12) Step 12: Decision Notification. Due to the potential sensitive nature of stationing decisions, the DARNG may make the initial informal notification to the impacted States.

(13) Step 13: Decision Documentation. Actions to be completed during this process are shown below:

(a) Once directed, ARNG FM Division will document the decision on a memorandum for record for DARNG signature and distribute to impacted TAGs and Congressional Committees, Congressional Representatives, and HQDA for documentation in the ARSTRUC and SAMAS.

(b) ARNG FM Division will archive the DARNG decision brief, decision memorandum and all board documents for internal auditing.

(c) ARNG FM Division will complete the appropriate RCAS programming actions.

(d) Once all pending decisions are complete, the ARNG FM Division will prepare a consolidated list of all stationing actions for the board members.

(e) ARNG FM Division will ensure formal notification to the ARNG Legislative Liaison office of CNGB stationing decisions.

2–5. Assigned Modernization (AMOD) Level Designation Process

a. This process is used to designate or adjust Assigned Modernization (AMOD) Levels for ARNG units. AMOD is a planning and decision-making tool used to prioritize finite resources and modernized equipment across all Army Components. AMOD supports and is informed by the Regionally Aligned Readiness and Modernization Model (ReARMM), the new Army unit life cycle model that replaces Sustainable Readiness.

b. AMOD consists of three levels of modernization that describe the desired equipment allocation and force structure of a particular unit at an established interval in time, based on a specific and identified set of modernized equipment and the force structure needed for that equipment. AMOD Levels are designated to units, typically brigades, and apply to all subordinate formations. Table 2-5 defines the AMOD Levels.

TABLE 2-2
ASSIGNED MODERNIZATION (AMOD) LEVELS

Level	Definition
AMOD Level One (1)	A unit equipped with the most recent and capable variant available.
AMOD Level Two (2)	A unit equipped with the next most recent and capable variant containing some advanced capabilities to ensure interoperability.
AMOD Level Three (3)	A unit equipped with fully capable equipment to meet ReARMM Mission Line requirements containing some advanced capabilities to ensure interoperability.

c. The ARNG AMOD Level Order of Merit (OML) Process designates and periodically adjusts ARNG unit AMOD Levels. AMOD Level unit designations will drive equipment modernization plans. ARNG G-35 Force Development (FD) Division leads the process and coordinates with stakeholders across the ARNG Staff, Readiness Advisory Councils (RACs), and the States to provide input and shape recommendations for senior leader decision. Figure 2-5 illustrates the full two-phase, quantitative, and qualitative process based on the Total Army Analysis (TAA) model. The process may be truncated due to HQDA deadlines to assign AMOD Levels to specific unit types.

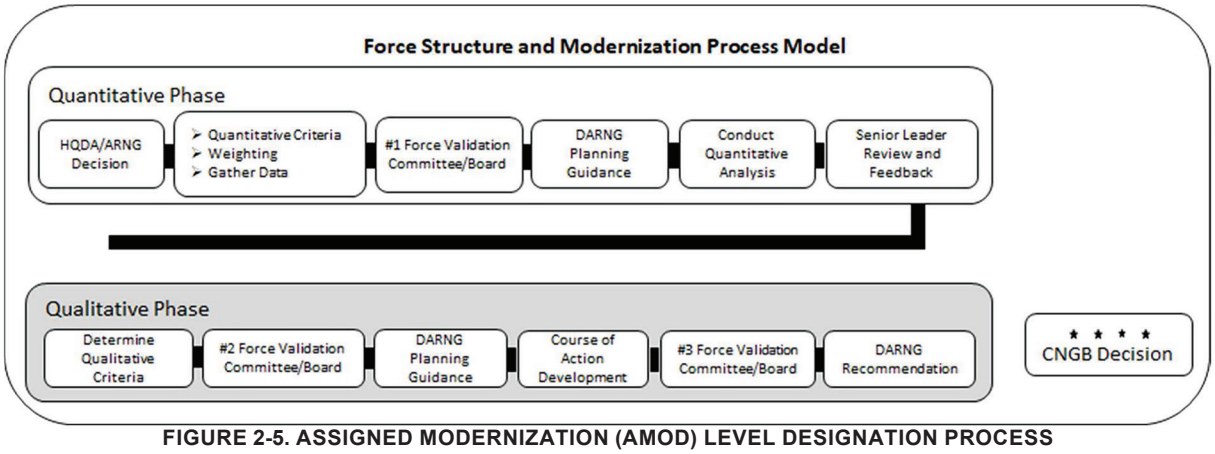


FIGURE 2-5. ASSIGNED MODERNIZATION (AMOD) LEVEL DESIGNATION PROCESS

d. Quantitative Phase. This phase establishes an initial 1-n prioritization list by unit type based on AA-level readiness metrics to inform development of qualitative courses of action (COAs) in phase two. The logic of the quantitative analysis is that the most ready units should receive the most modern equipment.

(1) Step 1: Receive HQDA AMOD decisions. Two types of HQDA decisions, described below, initiate the ARNG AMOD Level OML Process. The intent is to conduct the process as required, but not more frequently than once per unit life cycle.

(a) New or revised AMOD Level quantities by unit type. HQDA determines the number of AMOD Level 1/2/3 formations by unit type and COMPO based upon strategic requirements, operational demands, and budgetary constraints. ARNG then uses the AMOD Level OML Process to assign or adjust the AMOD Levels of ARNG units.

(b) Projected fieldings of new AMOD 1 equipment variants to ARNG units. Major fieldings of next generation AMOD 1 equipment, especially multiple new AMOD 1 system at the same time, may initiate the OML process. For existing AMOD designations, the process will re-evaluate all units of a specific unit type and propose a revised 1-n prioritization list to best support the new equipment.

(2) Step 2: Determine quantitative criteria. Readiness-based quantitative criteria provide reliable indicators of how well units are postured to employ and maintain the most modern equipment. These criteria are internal factors that units can influence. The following criteria were established to determine BCT AMOD Level designations. If warranted, it is possible to change or modify these criteria depending upon the unit type being evaluated. ARNG G-3/5 FD will request input on criteria selection from Readiness Advisory Councils (RACs), TAGs, and Division and Brigade Commanders. For brigade-level unit types, AA-level metrics are aggregated into brigade scores based on Troop Program Sequence Number (TPSN) down-trace. To facilitate transparency and the ability to rerun the process as needed, quantitative criteria are based on AA-level metrics from periodic reports accessible by the States.

(a) Paid Strength (PS) to Force Structure Allowance (FSA) Ratio: PS/FSA Ratio serves as the basis to evaluate a unit's potential to maintain the personnel strength critical to manning most modern formations. Paid Strength is the total Assigned Strength minus those who either have an Expired Extended Mandatory Removal Date (MRD), Expired Expiration Term of Service (ETS), or are in a No-Validated (NOVAL) pay status. (NOVAL pay refers to a Soldier in a drilling status who has not received drill pay for at least four months.) The PS/FSA Ratio is determined by dividing Paid Strength by Authorized Strength. Primary source: Reserve Component Manpower System-Guard (RCMS-G). Alternate source: Director's Personnel Readiness Overview (DPRO).

(b) DMOSQ Deployable Percent Fill: this criterion indicates a unit's ability to maintain Soldiers who are qualified to operate most modern equipment and ready to deploy.

(i) DMOSQ is the total number of Soldiers that are Duty MOS Qualified.

(ii) DMOSQ Deployable is the total number of DMOSQ Soldiers that meet operational availability standards for deployment. Deployable Soldiers include Soldiers that are not medical readiness condition (MRC) 3 or 4 unless waived by a Commander Deployability Flag; that are not in the Training Pipeline; that are not in an Officer Candidate program (Simultaneous Membership Program (SMP), Officer Candidate School (OCS), Warrant Officer Candidate School (WOCS)); that are over the age of 18; and that do not have an assignment consideration (ASCO) code of A4, B2, B9, G2, K1, L1, L9, N1 or S3. Currently mobilized Soldiers are considered deployable.

(iii) DMOSQ Deployable Percent Fill is determined by dividing the DMOSQ Deployable metric by Authorized Strength. Primary source: RCMS-G. Alternate source: DPRO.

(c) Equipment Readiness: this criterion uses Equipment Operational Readiness (OR) data to predict a unit's ability to maintain most modern equipment. Data consists of Status of Resources and Training System (SORTS) equipment by brigade on a rolling 13-month perspective. Scoring will be adjusted based on funding levels. Funding levels of 70% are assumed normal. Primary source: Army Readiness-Common Operating Picture (ARCOP)/ Army Enterprise Systems Integration Program (AESIP). Alternate source: Net-centric Unit Status Reporting (NETUSR) system.

(d) Unit Training Level Proficiency: This criterion provides an indication of how well a unit employs its equipment. Training status is based on the percentage of the unit's Mission Essential Tasks trained to standard. This trend examines training proficiency level targets achieved throughout the unit life cycle, not just when funded for major exercises or deployment. Primary source: Army Readiness Management System (ARMS)/ Department of Defense Readiness Reporting System - Army (DRRS-A). Alternate source: Enterprise Management Decision Support (EMDS).

(3) Step 3: Set Weighting. Evaluation criteria are weighted using pairwise comparison. ARNG Staff recommends the order and amount of weighting. ARNG G-35 FD will request input on weighting from RACs, TAGs, Division, and Brigade Commanders.

(4) Step 4: Gather data. For each criterion, the primary ARNG Staff stakeholder provides five years of data for the evaluated units. Data is drawn from existing, periodic reports, located in databases accessible to both ARNG Staff and the States.

(5) Step 5: Force Validation Committee (FVC) (1st session). The FVC is a Council of Colonels (CoC) chaired by ARNG G-35 FD that reviews unit modernization level analysis and makes recommendations to the Force Validation Board. FVC members include O-6 level division chiefs from the ARNG G-3/5/7, G-8, G-4, and G-1. The FVC meets three times during the AMOD Level OML Process. At the first session, the FVC reviews proposed quantitative criteria and weighting, and the five-year historical data sets. The FVC concurs with the criteria, weighting, and data sets or recommends adjustments to present to the Force Validation Board. A paper FVC may be used to expedite this step.

(6) Step 6: Force Validation Board (FVB) (1st session). The FVB is a General Officer Steering Committee (GOSC) chaired by the DDARNG with the ARNG Chief of Staff and ARNG Staff Directors (GO/SES) as voting members. The FVB reviews FVC recommendations and then provides their recommendations to the DARNG. The FVB meets three times during the AMOD Level OML Process. At the first session, the FVB reviews FVC recommendations and concurs with or adjusts the quantitative criteria and weighting to present to the DARNG for decision. A paper FVB may be used to expedite this step.

(7) Step 7: DARNG planning guidance. The DARNG considers the FVC and FVB recommendations. RACs can also provide recommendations to the DARNG separately from the FVC and FVB. The DARNG accepts or adjusts the recommendations and approves the criteria and weighting to use for quantitative analysis.

(8) Step 8: Conduct quantitative analysis. ARNG Staff provides the criteria, weighting, and 5-year data sets to the Center for Army Analysis (CAA). CAA enters these factors and data into the ARNG Readiness Assigned Merit Process (ARAMP) quantitative analytical tool, which produces an initial 1-n prioritization list by unit type. ARAMP also conducts sensitivity analysis that increases and decreases the weighting of each evaluation criterion by 10-20% from its original value to identify changes in rankings. The initial 1-n OML and sensitivity analysis serve as the starting point for qualitative analysis.

(9) Step 9: Senior Leader review and feedback. ARNG G-3/5 FD provides the ARAMP outputs, along with the complete 5-year data sets, to the RACs and TAGs (and their respective ARNG staffs) for their review and feedback. As possible, ARNG G-35 FD will leverage scheduled senior leader forums such as the Green Tab Commanders Conference, RAC meetings, or ARNG Senior Executive Conference (ASEC) to present findings and request feedback. States review and validate the data sets and inform ARNG Staff of discrepancies. If confirmed, ARAMP will be re-run with corrected data and the results redistributed. RACs and TAGs provide feedback on the 1-n OML results to shape the development of qualitative COAs. For example, a TAG may provide qualitative justification why a unit from their State should rank higher on the OML due to a significant unit life cycle event that negatively impacted the unit's readiness scores.

e. Qualitative Phase. This phase incorporates Senior Leader feedback on the initial 1-n OML and develops AMOD Level designation options for DARNG and CNGB decision. The logic of qualitative analysis is that external factors beyond a unit's control may justify minor adjustments to the readiness based OML.

(1) Step 1: Determine qualitative criteria. Qualitative criteria reflect external factors that affect an evaluated unit's readiness but are beyond the unit's ability to control. These criteria may differ by unit type. ARNG Staff incorporates Senior Leader feedback to propose qualitative criteria for FVC and FVB consideration.

(2) Step 2: Force Validation Committee (2nd session). At the second session, the FVC reviews proposed qualitative criteria and concur with or recommend adjustments to present to the FVB. A paper FVC may be used to expedite this step.

(3) Step 3: Force Validation Board (2nd session). At the second session, the FVB reviews the FVC recommendation and concurs with or adjusts the qualitative criteria to present to the DARNG for decision. A paper FVB may be used to expedite this step.

(4) Step 4: DARNG planning guidance. The DARNG considers the FVC and FVB qualitative criteria recommendations. RACs can also provide recommendations to the DARNG separately from the FVC and FVB. The DARNG accepts or adjusts the recommendations and approves the criteria to use develop qualitative COAs.

(5) Step 5: Develop courses of action. Using DARNG-approved qualitative criteria and input from the RACs, TAGs, Division and Brigade Commanders, ARNG Staff develops COAs to designate AMOD Levels to ARNG units. Qualitative COAs are intended as tiebreakers, not major shifts to the readiness based OML.

(6) Step 6: Force Validation Committee (3rd session). At the third session, the FVC reviews proposed qualitative COAs and concur with or recommend adjustments to present to the FVB.

(7) Step 7: Force Validation Board (3rd session). At the third session, the FVB reviews the FVC recommendation and concurs with adjusts the qualitative COAs to present to the DARNG.

(8) Step 8: DARNG recommendation. The DARNG considers the FVC and FVB recommended qualitative COAs. RACs can also provide COA recommendations to the DARNG separately from the FVC and FVB. The DARNG accepts or adjusts a COA(s) to recommend to the CNGB for decision.

(9) Step 9: CNGB decision. The DARNG presents the recommended COA(s) to the CNGB for decision. The CNGB decision is then communicated to HQDA G-3/5/7, HQDA G-8, and FORSCOM.

2–6. State Proposed Rebalance Actions

A State rebalance action is the exchange or trade of existing ARNG force structure allowance (FSA) between two or more States, Territories or the District of Columbia. The exchange or trade of force structure at any level or echelon is considered a rebalance action. This includes whole units (AA level), detachments (lettered companies and derivative UICs), and sub-unit personnel adjustments between existing split-State formations. The critical staff action steps for rebalance action submissions are described below and depicted in Figure 2-6.

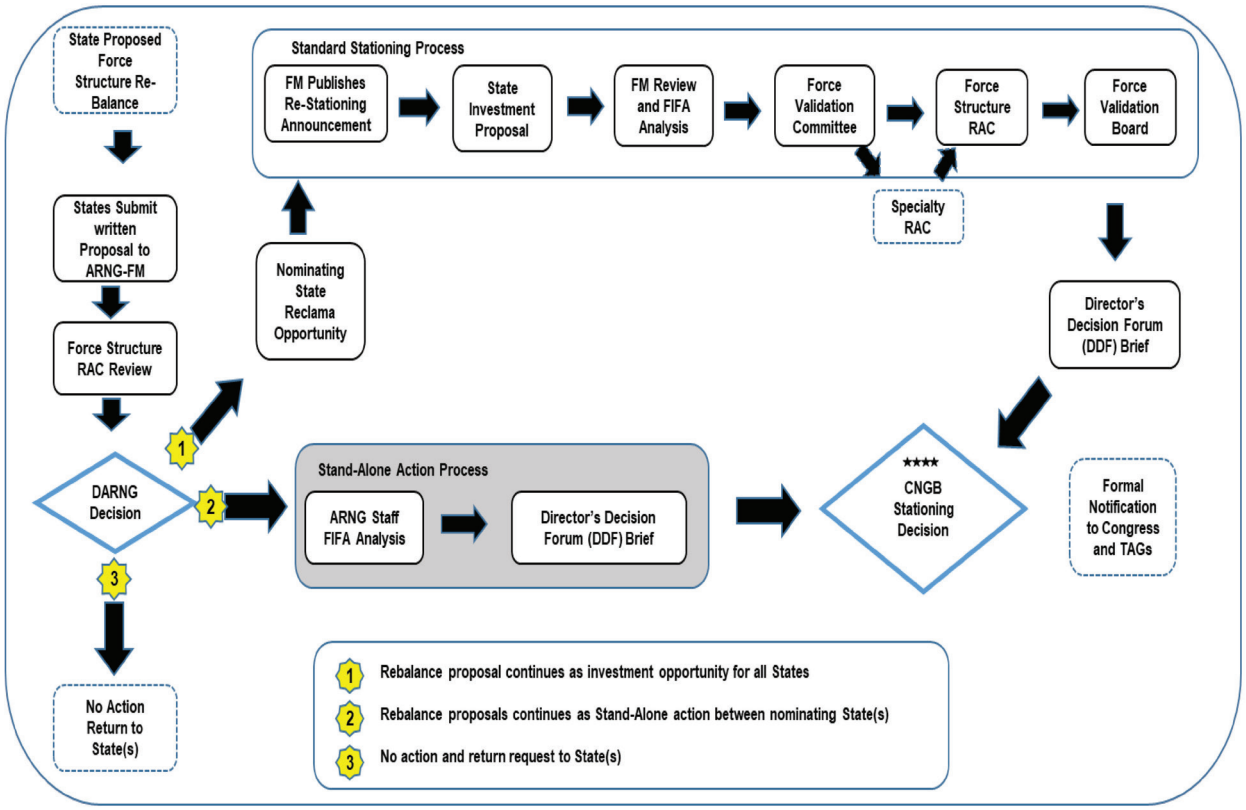


FIGURE 2-6. OVERVIEW OF THE STATE PROPOSED RE-BALANCE STAFFING PROCESS

a. Step 1: State proposed force structure rebalance.

(1) State(s) identify a rebalance action that improves overall ARNG posture regarding readiness objectives and strategic priorities. State(s) proposing a re-balance action must coordinate request with all States and Adjutants General with readiness equities in the involved force structure.

(2) State Force Integration Readiness Officers (FIRO) coordinate with applicable ARNG-FM organizational integrator(s) and branch chief(s) for initial proposal review and feasibility assessment.

b. Step 2: States submit written proposal to ARNG, Chief of Force Management (CFM). The Adjutants General of the requesting States establish and sign a Memorandum of Agreement (MOA) outlining the background, purpose, scope, and justification for the rebalance action. FIRO(s) from the requesting States submit the signed MOA to applicable ARNG-FM organizational integrator(s) and branch chief(s) for data validation and staffing to the CFM.

c. Step 3: Force Structure Readiness Advisory Committee (FS RAC) review. ARNG-FM presents the FS RAC with an information brief outlining the proposed force structure action and an initial ARNG-FM staff force integration functional area (FIFA) analysis. The FS RAC considers State level justification, echelon and type of structure involved, estimated level turbulence, and other qualitative factors as determined by the FS RAC chair to offer a recommended way forward to the DARNG.

d. Step 4: Director, ARNG decision on rebalance proposal way forward. The DARNG selects one of three potential channels for the rebalance proposal.

(1) Standard Stationing Process. The rebalance proposal moves forward as separate State divestments and an investment opportunity for all States, Territories, and the District of Columbia. This includes a nationwide announcement through the ARNG G-3/5/7 supplemental guidance and follows the force program review steps of the stationing process outlined in paragraph 2-4 of this regulation. If the DARNG directs the rebalance proposal to the standard process, requesting State(s) will have the opportunity to reclama before a nationwide announcement.

(2) Stand-Alone Action. The rebalance proposal moves forward as a stand-alone action exclusively between the requesting States. ARNG-FM provides a detailed FIFA analysis and confirmation brief to the DARNG prior to moving forward through the ARNG internal governance decision making process. See Annex 3 of ARNG Directorate General Orders No. 2022-01 for additional details on the internal governance process.

(3) No Action. The rebalance proposal is returned to the requesting State(s) with no action due to qualitative factors such as estimated level of turbulence, pending force design updates impacting involved structure, or potential conflicts with ARNG strategic priorities.

e. Step 5: Chief, NGB Stationing Decision. The CNGB makes final stationing decisions unless otherwise delegated. Following a CNGB decision, DARNG and ARNG-FM execute the final steps of the force program review process of the stationing process outlined in paragraph 2-4 of this regulation.

Chapter 3
Data Sources

3–1. Reserve Component Manpower System – Guard (RCMS-G)
RCMS-G is the official G1 reporting system and currently feeds all recurring and ad hoc report processes. RCMS-G provides unique automation tools with a myriad of functions and data available via products, modules, models, and data interfaces. Most importantly, the RCMS-G suite of applications provides accurate and timely manpower, unit readiness data, and operational information for the ARNG enhancing the decision-making process for the DARNG, ARNG Staff, as well as senior leaders and action officers in the 54 States. Some of the more commonly used readiness tools include the Commander's Unit Status Report (CUSR), Director's Personnel Readiness Overview (DPRO), Soldier Record Brief, Guard Incentive Management System (GIMS), Formation View, Excess Management Optimization, and the Automated Unit Vacancy System (AUVS).

3–2. Director's Personnel Readiness Overview (DPRO)
The Director's Personnel Readiness Overview (DPRO) is a comprehensive information application. It includes thousands of metrics that are available for custom reporting on strength management, attrition, retention, accession, and military readiness. These tools allow commanders and staffs at all levels to review data in the unique hierarchies that exist in the ARNG and make the appropriate management decisions. Each State has the ability to designate a DPRO administrator that can grant access to users within the State.

b. Complex FMURB. Use of the complex FMURB makes non-standard TAA divestment recommendations. It will be composed of the CFM and other ARNG staff as necessary. This process makes recom-

3–3. Paid Strength (PS) to Force Structure Allowance (FSA) Ratio
ARNG Force Management Division with input from the Force Structure Readiness Advisory Council (FS RAC) developed the PS to FSA model to replace the Force Structure Decision Support Tool (FSDST) as the primary tool to assess the general performance of each State. Each State receives a color-coded designation depicting their assessed capability to maintain the preferred PS to FSA based on observations of historic and current performance data. The three color-coded designations are Red (95% or below), Yellow (96-98%), and Green (99% or above). For transparency and facilitating State level ability to reproduce and track performance metrics, PS data is retrieved from the Director's Personnel Readiness Overview (DPRO), and FSA is retrieved from the Reserve Component Automation System (RCAS) Force Management (FM) application command plan. See appendix C for additional information and details.

3–4. Assigned Strength and Duty Military Occupational Specialty Qualification (MOSQ) Fill Rate
ARNG Force Management Division with input from the Force Structure Readiness Advisory Council (FS RAC) has replaced the Unit Analysis Tool (UAT) with Assigned Strength and Duty MOSQ fill rate as the primary method to compare and rank like type units in the capability divestment process. Duty MOSQ fill rate data is pulled from DPRO and calculated by dividing the number of Soldiers who possess the required MOS for their Modified Table of Organization and Equipment (MTOE) position by the total MTOE unit required strength from RCAS-FM FY authorizations. See appendix B for additional information and details.

3–5. Assigned Modernization (AMOD) Metrics
ARNG Force Management and Force Development Divisions, with support from ARNG G-1, ARNG Training Division, and ARNG G-4/9, collect raw data from RCMS-G, DPRO, Department of Defense Readiness Reporting System - Army (DRRS-A), and the Army Readiness Common Operating Picture (ARCOP). For full transparency, all raw data files will be labeled with database name, location/web link, point of contact for data, and the date/time data was accessed. See appendix D for expanded definitions of metrics, sources, and standard weighting of quantitative evaluation criteria.

Chapter 4
Force Management Unit Review Board (FMURB)

4–1. Functional Responsibility
The FMURB reviews and validates the 1-to-N OML ranking using the approved metric duty MOSQ fill rate and Assigned Strength. The 1-to-N OML ranking is by UIC for each nine-digit SRC included in the analysis. The nine-digit SRC is a common reference for 'like' unit capabilities. As an example, the President of the Board in conjunction with the CFM instructs the FMURB to review movement and maneuver SRCs and recommend a divestiture plan of one Infantry Brigade Combat Team (IBCT) and one Armor Brigade Combat Team (ABCT). The FMURB would then conduct a UIC pull for every double 'AA' within all Infantry and Armor BCTs for COMPO 2. The best way to accomplish this is by conducting an analysis of SRC 77 (IBCT) and SRC 87 (ABCT). A generated listing of the BCTs identified and additional analysis of Troop Program Sequence Number (TPSN) would reveal all 'AA' aligned units whether organic or split State relationships. The created 'AA' comparison analysis of the like SRCs is rank ordered.

4–2. Types of FMURBs
There are two types of FMURB compositions dependent on identification of a standard or a complex divestment process. Chapter 2. Figure 2-1 provides an overview of the divestment process.

a. Standard FMURB. The standard FMURB makes routine TAA divestment recommendations. This divestment process is the most popular form of right sizing an SRC or capability within the ARNG. Directed divestments normally derive from OSD or HQDA. The FMURB members, nominated by the ARNG staff and approved by the DARNG, come together and review State impact assessments and then develop an informed recommendation for divestment. The CFM is not directly involved with the board proceedings other than to provide subject matter expertise to the board when requested. The board is composed of five to seven members representing the 54 States. See Table 4-1.

TABLE 4-1
CONSIDERATIONS FOR BOARD COMPOSITION AND REPRESENTATION

Population	Structure	Geography	Region
Large State	BCT	Northeast	I
Medium State	Non-BCT	Southeast	II
Small State	Divisional	Midwest	III
		Northwest	IV
		Southwest	V
			VI
			VII

mendations for significant changes to the ARNG Force Structure Allowance (FSA). Commonly, HQDA will direct the reduction of certain types of units such as all military police companies. These reductions create significant turbulence within a State's force structure allowance. Together the CFM and the other ARNG staff will make divestment recommendations to the established General Officer review board for concurrence and eventual recommendations to the DARNG and CNGB for decision. b. Complex FMURB. Use of the complex FMURB makes non-standard TAA divestment recommendations. It will be composed of the CFM and other ARNG staff as necessary. This process makes recommendations for significant changes to the ARNG Force Structure Allowance (FSA). Commonly, HQDA will direct the reduction of certain types of units such as all military police companies. These reductions create significant turbulence within a State's force structure allowance. Together the CFM and the other ARNG staff will make divestment recommendations to the established General Officer review board for concurrence and eventual recommendations to the DARNG and CNGB for decision.

4–3. Board Responsibilities

a. The DARNG selects the President of the Board. The President will work in conjunction with other board members to establish a FMURB, all of whom are preferably from non-stakeholder States. The primary responsibility of the FMURB is to ensure that units selected for divestment meet the selection criteria and guidance provided by the DARNG. The FMURB will re-certify the metrics and assess the overall 1-to-N scoring of every double A (AA) UIC in the Operating Force Globally Available pool (OFGA) within COMPO-2 (Army National Guard Component).

b. The President of the Board may establish and request a FMURB Working Group (WG) of action officers to assist the board with drafting options, recommendations, and information papers as needed. The CFM will make recommendations to the FMURB board, alert board members to force structure-operating principles and provide any other options that need consideration. The FMURB will have an assigned organizational assistant who will document the minutes of the FMURB and provide any minutes from the

working group for review by the Board. Discussion of all actions is not required at each FMURB meeting; however, pending force structure, divestiture may occur in other venues such as video teleconferencing. A published agenda with input from the CFM should occur several weeks prior to the FMURB convening.

4–4. Board Voting Process

a. FMURB members receive DARNG guidance, duty MOSQ fill rate OML results include the corresponding State impact chart, TAG narrative and ARNG impact charts in order to score each unit using the NG Automated Board System and the scale shown in Table 4-2 below.

b. Scores that are ±1 from the board average and identified as an "aberrant vote" allows the board member to review their vote.

c. Once complete, the calculated average score for each UIC occurs. The result will be the initial board OML and the original duty MOSQ fill rate OML. The OML facilitates a discussion among the board. The board will then determine a consensus for the final board OML recommendation.

d. ARNG Force Management Division will provide a board recorder for their appropriate actions in order to accurately articulate the board's recommendations and reasoning to the CFM and DARNG.

TABLE 4-2
UNIT REVIEW BOARD SCORING SCALE

Score	Definition
6	Definitely Retain
5	Retention Favorable
4	Retain
3	Divest
2	Divestment Favorable
1	Definitely Divest

4–5. Quorum and Meeting Minutes

A quorum will consist of the majority of voting members that comprise the FMURB. No other voting members or alternates will participate without concurrence of the DARNG. Prior to any brief, analysis or presentation OML data, the FMURB organizational assistant will collect from every member present to include working group action officers, a non-disclosure agreement. Voting members will not knowingly disclose any unit divestiture, proposal information, or source information regarding the divestiture of ARNG Force Structure directly or indirectly to any person other than those authorized in this publication. The FMURB president shall be present when voting or discussions pertaining to force structure divestiture take place. The President will decide on the presence of electronic recording devices, to include the temporary collection of personal electronic devises (phones, tablets, etc.) during discussions and voting.

Appendix A
References

Section I
Required Publications

ARNG Memorandum
ARNG Readiness Program, Appendix 1

CNGBI 0100.01
Organization of the National Guard Bureau (Cited in para 1-4)

Section II
Related Publications

AR 5-10
Stationing

AR 71-32
Force Development and Documentation

AR 135-91
Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures

AR 220-1
Army Unit Status Reporting and Force Registration-Consolidated Policies

AR 525-29
Force Generation – Sustainable Readiness

DODD 5105.77
National Guard Bureau

DODI 1225.08
Reserve Component (RC) Facilities Programs and Unit Stationing

NGR 10-1
Organization and Federal Recognition of Army National Guard Units

NGR 600-200
Enlisted Personnel Management

Title 10 USC 117
Readiness reporting system: establishment; reporting to congressional committees

Title 32 USC 104
Units: location; organization; command

Title 10 USC 18238
Army National Guard of United States; Air National Guard of United States: limitation on relocation of units

Appendix B
Assigned Strength and Duty MOSQ Fill Rate

B-1. Introduction
ARNG-FM with input from the Force Structure Readiness Advisory Council (FS RAC) has replaced the Unit Analysis Tool (UAT) with Assigned Strength and Duty MOSQ fill rate as the primary method to compare and rank like type units in the capability divestment and stationing process.

B-2. Assigned Strength
The total number of Soldiers assigned to a specific ARNG Unit. The Director's Personnel Readiness Overview (DPRO) measures and records daily assigned strength. Assigned strength displays as a percentage for stationing and divestment analysis of like-type units. This calculation is completed by dividing the current assigned personnel strength by the total MTOE required strength from RCAS-FM FY authorizations. ARNG-FM and the FS RAC use unit assigned strength percentages as supplemental information in the capability divestment and stationing process.

B-3. Duty MOSQ Fill Rate
The total number of assigned Soldiers who possess the training and skills necessary to perform effectively in their current duty position. Duty MOSQ fill rate is calculated by dividing the number of Soldiers who possess the required MOS for their MTOE position by the total MTOE required strength from RCAS-FM FY authorizations. For stationing and divestment analysis of like type units, duty MOSQ fill rate is displayed as a percentage and sorted as descending values to generate unit order of merit lists.

B-4. Current and Multi-year Fill Rates
Analyzing data and trends over multi-year periods provides perspective on a unit's past performance in critical personnel readiness areas and an indicator of the how well the unit could manage future change. Table B-1 below shows example data points for a divestment analysis scenario involving five like type units from five different States.

TABLE B-1
DUTY MOSQ FILL RATE METRICS

			End of Fiscal Year (EoFY) 1st previous year			EoFY 2nd previous year			EoFY 3rd previous year			EoFY 4th previous year			EoFY 5th previous year		
State	UIC	Unit Name	Assigned Strength	DMOS Fill Rate	Rank	Assigned Strength	DMOS Fill Rate	Rank	Assigned Strength	DMOS Fill Rate	Rank	Assigned Strength	DMOS Fill Rate	Rank	Assigned Strength	DMOS Fill Rate	Rank
A	WX1KAA	123 EN CO	112%	92%	3	108%	95%	2	107%	93%	2	109%	94%	1	111%	95%	1
B	WX2KAA	234 EN CO	98%	84%	5	99%	88%	4	102%	89%	4	104%	86%	5	102%	88%	4
C	WX3KAA	345 EN CO	119%	99%	1	116%	96%	1	108%	94%	1	112%	93%	2	109%	94%	2
D	WX4KAA	456 EN CO	105%	89%	4	104%	87%	5	101%	87%	5	102%	89%	4	99%	87%	5
E	WX5KAA	567 EN CO	119%	94%	2	117%	93%	3	113%	92%	3	115%	92%	3	114%	93%	3

			EoFY Rank Data from Above							
State	UIC	Unit Name	Rank	Rank	Rank	Rank	Rank		Rank Average	OML RANK
A	WX1KAA	123 EN CO	3	2	2	1	1	→	1.8	2
B	WX2KAA	234 EN CO	5	4	4	5	4	→	4.4	4
C	WX3KAA	345 EN CO	1	1	1	2	2	→	1.4	1
D	WX4KAA	456 EN CO	4	5	5	4	5	→	4.6	5
E	WX5KAA	567 EN CO	2	3	3	3	3	→	2.8	3

EXAMPLE OF MULTI-YEAR PERIOD DATA POINTS:
For divestment analysis taking place in February 2021, unit assigned strength and MOS fill rates will be pulled for 30SEP20, 30SEP19, 30SEP18, 30SEP17 and 30SEP16.

NOTES:
Assigned Strength percentages (gray columns) are included as supplemental infromation and not included in rank determinations or OML calculations.
Each EoFY MOS fill rate rank data point is equally weighted then averaged to create the final OML rank.
Personnel metrics are derived from DPRO data .

Appendix C
Paid Strength (PS) to Force Structure Allowance (FSA) Ratio

C-1. Introduction. ARNG-FM with input from the Force Structure Readiness Advisory Council (FS RAC) developed the PS to FSA model to replace the Force Structure Decision Support Tool (FSDST) as the primary tool to assess the general performance of each State. Each State receives a color-coded designation depicting their assessed capability to maintain the preferred PS to FSA based on observations of historic and current performance data. There are three categories to depict level of capacity: Red, Yellow, and Green.

a. Red Category. The average of the previous two Fiscal Year (FY) PS to FSA ratio is 95% or below.

b. Yellow Category. The average of the previous two FY PS to FSA ratio is 96% to 98%.

c. Green Category. The average of the previous two FY PS to FSA ratio is 99% or above.

C-2. Desired PS to FSA Ratio. As indicated above, the desired PS to FSA is above 98%. This metric is an indicator of the State's capability to maintain quality, deployable units against current FSA and have the capacity to grow structure in the future. It accounts all programmed force structure changes through the end of programmed Command Plan Years (2 years out) and compares them to the paid strength (two years prior). Monitoring this ratio on a monthly basis helps develop trend analysis, and the overall value determined for each State at the end of each fiscal year (SEP 30).

C-3. Calculations using Force Structure Allowance (FSA). The model compares average PS over the previous two-year period from current Command Plan (CP). Example: For FY21, the previous two-year period is (FY19 – FY20). The model assumes average paid strength remains relatively constant providing an indicator of the States' ability to support current programmed FSA and potential changes or future growth in the out years. Readiness propensity results from calculating PS average to FSA two years out in the current Command Plan; for example, FY22 of CP 21 is the extent of force structure programming.

C-4. Data Sources and Example Calculation. For transparency and facilitating State-level ability to reproduce and track performance metrics, PS data derives from the Director's Personnel Readiness Overview (DPRO) which is an application within Reserve Component Manpower System – Guard (RCMS-G), and FSA derives from the Reserve Component Automation System (RCAS) Force Management (FM) application command plan. For calculating a PS to FSA ratio in FY21, the data points required are DPRO paid strength on 30 SEP 19 and 30 SEP 20, and the FY21 and FY22 FSAs from RCAS Command Plan 21 Lock point (30SEP20). If State "A" has two-year DPRO PS average of 6,389 and an FY21/22 Average FSA of 6,633, their PS to FSA ratio is yellow category at 96.32%.

TABLE C-1
PAID STRENGTH TO FORCE STRUCTURE ALLOWANCE RATIO METRICS

State	PS 19	PS 20	FY21 FSA	FY22 FSA	AVG PS 19/20	AVG FSA 21/22	PS / FSA Ratio (%)
STATE "A"	6,399	6,379	6,589	6,677	6,389	6,633	96.32%

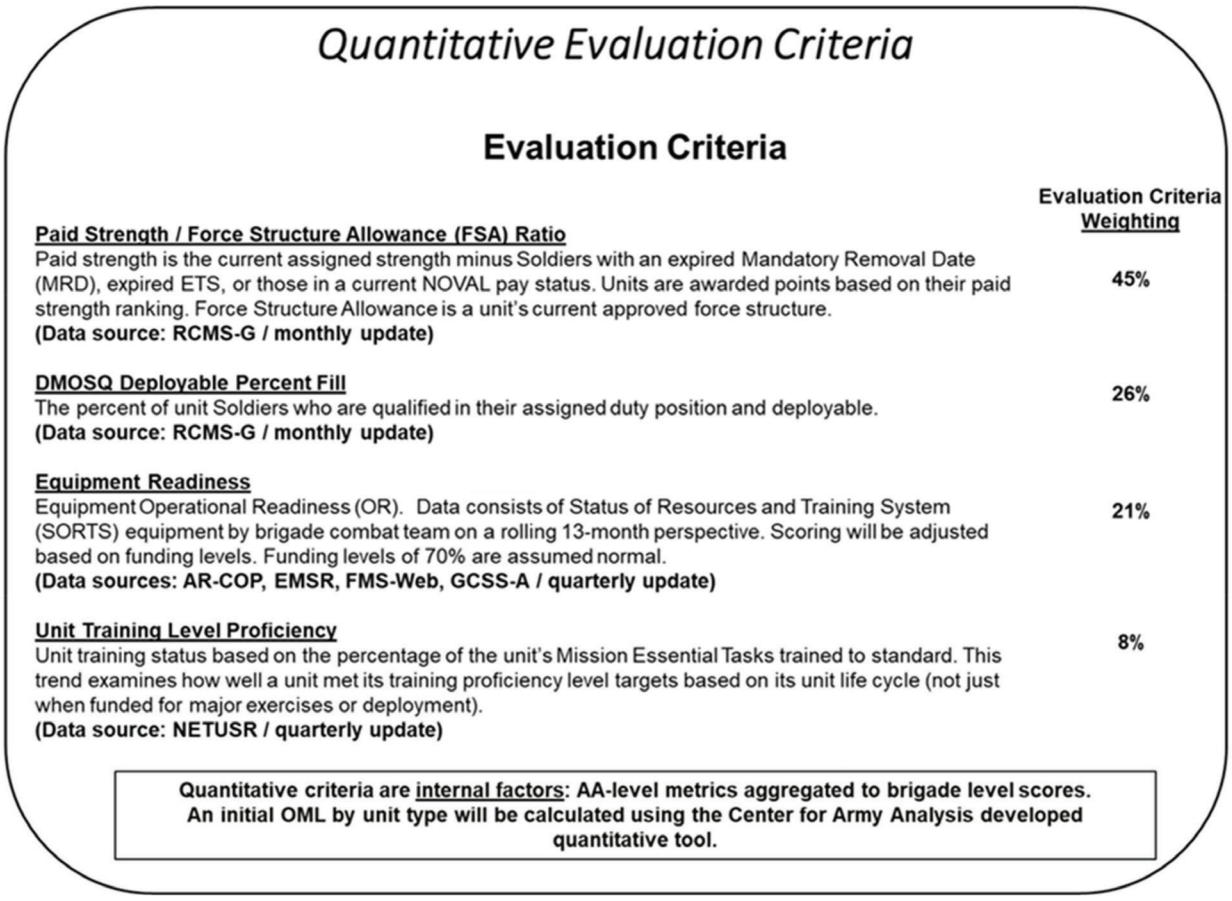
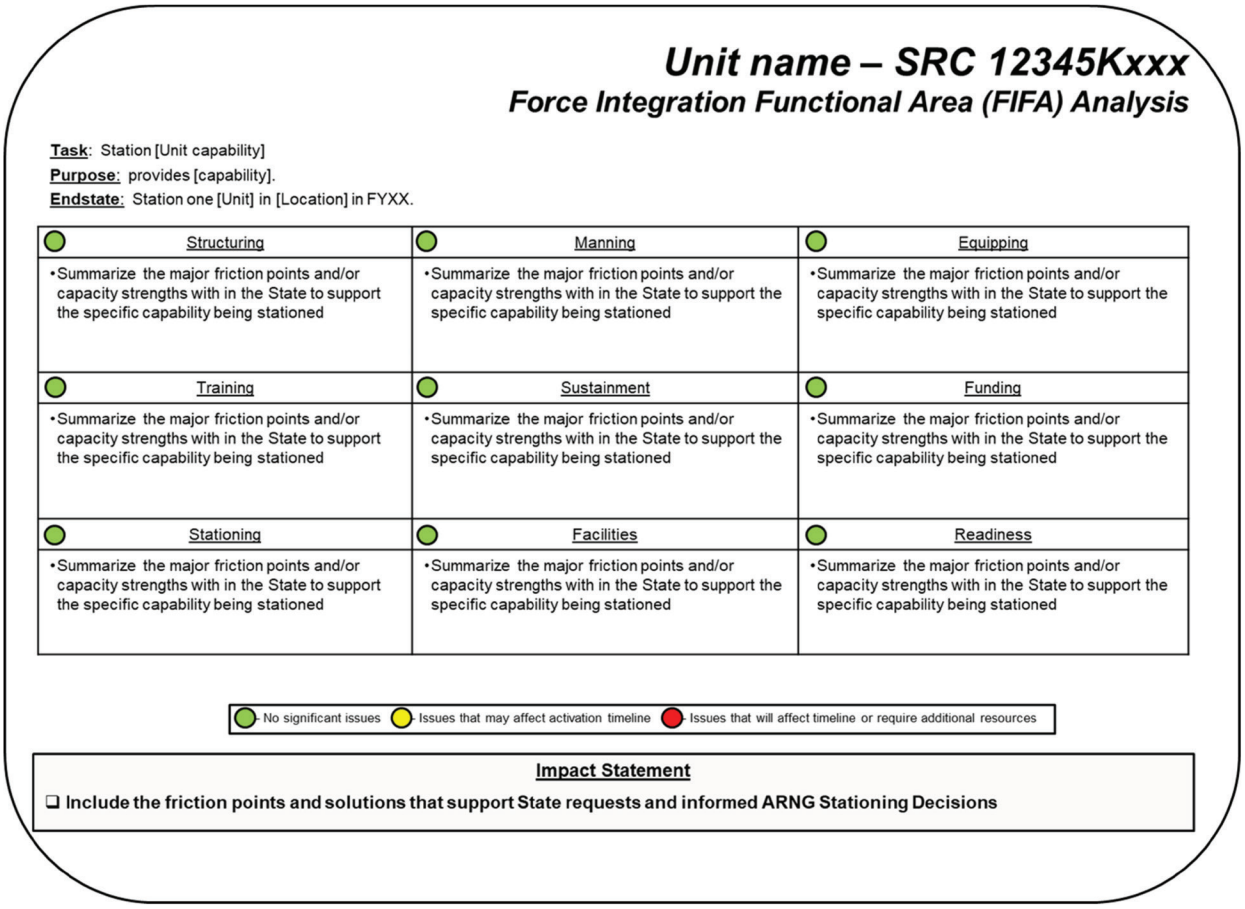


FIGURE D-1. AMOD CRITERIA DEFINITIONS AND EXAMPLE WEIGHTING



Unit name – SRC 12345Kxxx
Force Integration Functional Area (FIFA) Analysis

Task: Station [Unit capability]
Purpose: provides [capability].
Endstate: Station one [Unit] in [Location] in FYXX.

Structuring	Manning	Equipping
•Summarize the major friction points and/or capacity strengths with in the State to support the specific capability being stationed	•Summarize the major friction points and/or capacity strengths with in the State to support the specific capability being stationed	•Summarize the major friction points and/or capacity strengths with in the State to support the specific capability being stationed
Training	**Sustainment**	**Funding**
•Summarize the major friction points and/or capacity strengths with in the State to support the specific capability being stationed	•Summarize the major friction points and/or capacity strengths with in the State to support the specific capability being stationed	•Summarize the major friction points and/or capacity strengths with in the State to support the specific capability being stationed
Stationing	**Facilities**	**Readiness**
•Summarize the major friction points and/or capacity strengths with in the State to support the specific capability being stationed	•Summarize the major friction points and/or capacity strengths with in the State to support the specific capability being stationed	•Summarize the major friction points and/or capacity strengths with in the State to support the specific capability being stationed

Impact Statement

❑ **Include the friction points and solutions that support State requests and informed ARNG Stationing Decisions**

FIGURE E-1. EXAMPLE STATE FIFA SUMMARY CHART

Appendix F
ARNG Readiness Program (ARP)

F-1. Introduction
The Army Guard Readiness Program is a system of processes and collaborative forums designed to identify Readiness Objectives and measure ARNG effectiveness at maintaining readiness commensurate with those objectives.

F-2. Discussion
The Army's approved Force Generation methods will guide the means, ways and extent to which ARNG units generate readiness while the ARP offers a means to measure the efficacy of resources. The collaborative forums under ARP frame staff analysis to identify systemic dynamics behind deviation from established Readiness Objectives. When unit readiness, as reported or observed, is disparate from correlating resources, the staff analysis will inform options and resource decisions to better set conditions for the desired readiness posture. Readiness objectives derive from a combination of operational demands and contingency requirements levied on the Army as a component of Defense Planning Guidance and in support of the National Security Strategy. Readiness objectives adjust to correlate with resources and account for deployments, modernization activities, Army Structure activities and expected arrival for contingency response. Readiness objectives will vary by UIC, and for each UIC will vary over fiscal years.

F-3. Conclusion
As the Army transitions from the Sustainable Readiness Model (SRM) to a Regionally Aligned Readiness and Modernization Model (ReARMM), adjustments may incorporate data and information outputs into the ARNG Force Program Review. This approach provides:

a. Focused application of resources to ensure the ability to build progressive readiness in the force.

b. A total ARNG force with a higher level of readiness based on the rotational nature of the model.

c. The ability to meet Latest Arrival Dates (LADs) and execute missions as planned.

d. Ensures unit modernization windows provide the flexibility to receive new equipment or conversion due to a Force Design Update (FDU)

e. Predictability for units, Soldiers, families, communities, and employers.

f. Even distribution of force/capabilities mixes for brigade and below conventional units and Division Headquarters with flexibility to surge forces for contingencies.

F-4. Proponent for the ARNG Readiness Program
For more information, contact the ARNG G-3 Readiness and Plans Division.

Glossary

Section I
Abbreviations

ABCT
Armored Brigade Combat Team

AESIP
Army Enterprise Systems Integration Program

AMOD
Assigned Modernization

ARAMP
ARNG Readiness Assigned Merit Process

ARCOP
Army Readiness-Common Operating Picture

ARIMS
Army Records Information Management System

ARMS
Army Readiness Management System

ARNG
Army National Guard

ARNG-FM
Army National Guard Force Management Division

ARNG-FMC
Army National Guard Force Management Division, Maneuver Branch

ARNG-FMF
Army National Guard Force Management Division, Force Integration Branch

ARNG-FML
Army National Guard Force Management Division, Maneuver Sustainment Branch

ARNG-FMS
Army National Guard Force Management Division, Maneuver Support Branch

ARP
ARNG Readiness Program

ARSTRUC
Army Structure Memorandum

ASCO
Assignment Consideration

ASEC
ARNG Senior Executive Conference

AUVS
Automated Unit Vacancy System

BCT
Brigade Combat Team

CCDR
Combatant Commander

CAA
Center for Army Analysis

CCDR
Combatant Commander

CFM
Chief of Force Management

CNGB
Chief, National Guard Bureau

COA
Course of Action

CoC
Council of Colonels

COMPO
Component

CSA
Chief of Staff of the Army

CUSR
Commander's Unit Status Report

DA PAM
Department of the Army Pamphlet

DAMO-FM
Department of the Army, Force Management Directorate (HQDA G-3/5/7)

DARNG
Director, Army National Guard

DDARNG
Deputy Director, Army National Guard

DMOSQ
Duty Military Occupational Specialty Qualified

DOD
Department of Defense

DODI
Department of Defense Instruction

DPRO
Director's Personnel Readiness Overview

DRRS-A
Department of Defense Readiness Reporting System – Army

EMDS
Enterprise Management Decision Support

ES
End-Strength

ETS
Expiration Term of Service

FD
Force Development

FIFA
Force Integration Functional Area

FIRO
Force Integration Readiness Officer

FM
Force Management

FMURB
Force Management Unit Review Board

FORSCOM
Forces Command

FPR
Force Program Review

FS RAC
Force Structure Readiness Advisory Council

FSA
Force Structure Allowance

FSDST
Force Structure Decision Support Tool

FVC
Force Validation Committee

FVB
Force Validation Board

FY
Fiscal Year

GIMS
Guard Incentive Management System

GO
General Officer

GOSC
General Officer Steering Committee

GS
General Staff

HQDA
Headquarters Department of the Army

IAW
In Accordance With

IBCT
Infantry Brigade Combat Team

ICW
In Coordination With

JSPS
Joint Strategic Planning System

MILCON
Military Construction

MOS
Military Occupational Specialty

MOSQ
Military Occupational Specialty Qualified

MRC
Medical Readiness Condition

MRD
Mandatory Removal Date

MTOE
Modified Table of Organization and Equipment

NETUSR
Net-Centric Unit Status Report

NGB
National Guard Bureau

NGR
National Guard Regulation

NOVAL
No-Validated

OCS
Officer Candidate School

OFGA
Operating Force Globally Available

OI
Organizational Integrator

OML
Order of Merit List

OR
Operational Readiness

OSD
Office of the Secretary of Defense

POM
Program Objective Memorandum

PPBE
Planning, Programming, Budgeting, and Execution

PS
Paid Strength

RAC
Readiness Advisory Council

RC
Reserve Component

RCAS
Reserve Component Automation System

RCMS-G
Reserve Component Manpower System-Guard

RRS–A
Records Retention Schedule–Army

SAMAS
Structure and Manpower Allocation System

SECARMY
Secretary of the Army

SES
Senior Executive Service

SMP
Simultaneous Membership Program

SORTS
Status of Resources and Training System

SRC
Standard Requirements Code

SRM
Sustainable Readiness Model

TAA
Total Army Analysis

TAG
The Adjutants General

TPSN
Troop Program Sequence Number

UAT
Unit Analysis Tool

UIC
Unit Identification Code

USC
United States Code

WOCS
Warrant Officer Candidate School

Section II
Terms

This section contains no entries

SUMMARY of CHANGE

NGR 71-1

Army National Guard Force Program Review

This edition has been revised extensively, dated 26 January 2022; changes include the following: —

- Updates responsibilities by adding the Chief, National Guard Bureau (CNGB), Deputy Director, Army National Guard (DDARNG), and Force Structure Readiness Advisory Council (FS RAC).

- Updates force program review assessment tools and analysis.

- Replaces unit analysis tool (UAT) with duty military occupational specialty qualification (DMOSQ) fill rate.

- Replaces force structure decision support tool (FSDST) with paid strength to force structure allowance ratio.

- Updates stationing process to include a force validation committee (FVC).

- Adds Army National Guard (ARNG) Legislative Liaison for formal notification following stationing decisions.

- Adds Assigned Modernization (AMOD) Level Designation Process.

HEADQUARTERS
Army National Guard
Arlington, VA 22204-1373

27 February 2023

National Guard Regulation 71-1

Change 1

Force Management

ARMY NATIONAL GUARD FORCE PROGRAM REVIEW

Summary. This change contains an addition of paragraph 2-6, State Proposed Rebalance Actions and Figure 2-6. Overview of the State Proposed Re-Balance Staffing Process.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to ng.ncr.arng.list.nggb-arng-otz-fm@army.mil

NGR 71-1, 5 April 2022, is changed as follows:

1. Insert paragraph 2-6.

2. File this transmittal sheet in rear of the publication for reference.

By Order of the Secretary of the Army:

JON A. JENSEN
Lieutenant General, USA
Director, Army National Guard

Official:

STEELE E MCGONEGAL
Colonel, IN
Chief, Force Management Division

Distribution: A