



# “TOTAL READINESS FOR THE 21ST CENTURY”

The 343,000 men and women serving in the ARNG, a component of the U.S. Army, remain globally engaged while conducting combat operations, cyber operations, humanitarian assistance, deterring aggression or reassuring our allies and partners around the world. Serving in their communities, in a number of professional and volunteer roles, their sense of service goes well beyond responding to disasters or serving in harm’s way. The dedication and commitment our Citizen Soldiers possess is exemplary and remains the foundation of our force.

We cannot continue to operate as we did in the past. The threats our nation faces are unprecedented in scope and variety and they demand a new level of focused readiness.

ARNG 4.0 determines our ability to do just this.

*“Readiness is essential. Every Soldier in every unit counts and must be able to perform their mission at home or abroad, in peace and in war.”*

General Mark A. Milley, Chief of Staff, U.S. Army



## WHY IS IT IMPORTANT?

Since 9/11, ARNG has operated far outside the “one weekend a month” framework familiar to many Americans. Our Soldiers and units are now an operational force capable of conducting Unified Land Operations at home and abroad as part of the U.S. Army.

To continue to succeed in an increasingly unstable and unpredictable world, the ARNG must remain aggressive in training and providing quality, deployable Soldiers.

The key rewards for doing so are two-fold: The nation gets a proven force on the battlefield, and our states can call upon trusted Soldiers and units capable of addressing any disaster on the homefront.

**“ARNG 4.0 leads us to the Army Guard our country needs.”**

-LTG Timothy J. Kadavy

**ARMY NATIONAL GUARD**  
**4★0**



## WHAT IS ARNG 4.0?

ARNG 4.0 is the Army National Guard's (ARNG) evolutionary response to an uncertain, changing global environment. It prioritizes the increase of combat readiness through well-equipped, well-maintained and well-trained personnel and units.

Combined with high morale and outstanding leadership, ARNG Soldiers and units are ready, and will remain ready, to adapt and perform missions both within their individual state and overseas.

ARNG 4.0 prepares the ARNG to quickly and effectively meet the nation's security challenges of the 21st century by:

- maintaining a higher level of readiness
- prioritizing efforts and
- enhancing force capabilities for today and in the future.

Designed to strengthen the role of the ARNG within the U.S. Army, ARNG 4.0 enhances current force structure, increases enabler capacity and invests in future combat capabilities, by increasing training for select ARNG units beyond the traditional one weekend per month and two weeks during the summer. These units are expected to increase and maintain the highest levels of personnel and training readiness, in addition to other collective training opportunities such as a Combat Training Center rotation.

## WHO WILL BE AFFECTED?

Additional professional military education and training increases time commitments for Soldiers in these units. Families, employers and communities are more valuable than ever. As much as the ARNG values the flexibility and resilience of our Soldiers, without the support of their families, employers and communities, ARNG 4.0 will not be successful.

### Families

As the ARNG embarks on this new way forward, we remain fully committed in supporting our families. Ready and resilient families provide the support and strength that many Soldiers depend on to accomplish their missions. The ARNG has several family programs in place that helps families, and positively impact unit morale and readiness. Located throughout each state and territory, Family Assistance Centers provide support and assistance to Soldiers and their families by offering information about military, federal, state and local resources.

### Employers

At the same time, the ARNG understands these Soldiers could not defend us abroad and protect us at home without the assurance that their civilian jobs are protected. Since 9/11, civilian employers have consistently underwritten Soldiers' service and the time it requires them to be away from their jobs. Employers have been our families' financial guarantors, ensuring job stability for them when they return from missions. Under ARNG 4.0, employer support becomes even more critical as Soldiers' schedules and training tempo may fluctuate.

Establishing predictability for our Soldiers has always been—and will always be—the best method to ease their burdens when balancing work, family life and Army requirements. Under ARNG 4.0, ARNG leaders at all levels are committed to doing everything they can to provide predictability. But when short-notice or no-notice deployments arise for some units, the ARNG must respond accordingly. To ease any potential friction, the ARNG is urging Soldiers and their employers to make use of the Employment



Support Program, part of the Department of Defense Employer Support of the Guard and Reserve program.

### Communities

When not in uniform, ARNG Soldiers are woven into the fabric of their communities in many diverse capacities. From teachers to firefighters, doctors to electricians, inside Fortune 500 companies and small businesses, they live, work and serve in their communities. Soldiers volunteer at churches, police departments and youth organizations, helping transform and improve lives. When called away for duty, their absence is felt not only by their employers and families, but by all the organizations and citizens they serve. That absence across the community will feel more sudden if our units have little-to-no notice before going to war. So it's important to set realistic expectations now. The ARNG is launching an effort to educate stakeholders at all levels of government, in the news media, our academic institutions and in our civic organizations. At the same time, we're engaging with think tanks to leverage their intellectual capital and address stressors.