



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY JAPAN AND I CORPS (Forward)  
UNIT 45005  
APO AREA PACIFIC 96343-5005

REPLY TO  
ATTENTION OF  
APAJ-GA

3 NOV 2011

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Personnel and Unit Readiness

1. The effects of the Great East Japan Earthquake clearly demonstrated the importance of unit and individual readiness in response to possible contingency situations.
2. Personnel accountability is a critical function of Command. Recent events exposed the weaknesses of some units' and organizations' ability to maintain 100% accountability of personnel. Let me clearly state that 100% personnel accountability is the standard for this Command, and nothing less.
3. The Non-Combatant Evacuation Operations (NEO) program requires Commander level emphasis. Completion of a NEO Packet is a mandatory requirement for all USARJ personnel and affiliated DoD organizations. All units/tenant organizations will designate a NEO Warden and alternate in writing. Both the sponsor and any Eligible Family Members (EFMs) will have a NEO Packet. Newcomers will complete NEO packets before the sponsor begins their new assignment. Units will be inspected on their compliance with this NEO Packet requirement during Command Inspection Program (CIP). Commanders will fully support the NEO program, associated training, and exercises, as directed.
4. Commanders, staff, and tenant organization senior leaders are responsible for maintaining and exercising their unit Emergency Notification Rosters (ENRs) on a periodic (bi-weekly) basis. The ENR is an essential tool for ensuring that all assigned personnel can be contacted on short notice in the event of an emergency. Commanders and senior leaders will put special emphasis on ensuring that they are able to contact off-post personnel. Additionally, it is imperative that the Command Center can contact commanders, staff, and tenant organization senior leaders. The standard to enable this is to verify/update contact information with the USARJ Command Center by the last working day of each month.
5. Another very important initiative ongoing within our Army is the deployability of personnel, which is key to the overall readiness of our Army. This initiative also requires commander and senior enlisted leader involvement. I expect you to make this one of your top priorities. Together we can make a difference, your involvement in actively monitoring the non-deployable Soldiers within your formation requires active engagement at all levels of command.
6. While I am exceptionally proud of all our collective accomplishments during and after the Great East Japan Earthquake, I hold commanders and senior leaders responsible for taking the

APAJ-GA  
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corrective actions outlined above to ensure that we meet and raise the standard on unit and individual readiness. Going forward, I expect all commanders and senior leaders to take an active, personal interest in inculcating a culture of unit and individual readiness for any contingency that may arise.

ICHI DAN!



MICHAEL T. HARRISON, SR.

MG, USA

Commanding

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