

THE Oracle

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RC CORNER

USARC STAFF AND THE FVC PROCESS

By MAJ Ramiro Sandoval

USARC Force Management recently completed the ninth month of a 12 month review process called the Force Validation Committee (FVC). The FVC seeks to identify and reduce the risks or systemic shortfalls in activating or converting structure in the Army Reserve (AR). The process was established in the 1990's by HQDA and was modified to assist units within the AR. This current FVC timeline



Left to right - Training Chief LTC Kenneth Conley, G4 Manager LTC Tony Kerns, Force Management MAJ Cletis Smith, FTS Specialist Dave Schreifels and Force Management MAJ Ramiro Sandoval. Photo by Reggie Jones.

began in October 2009 and finishes in September 2010. According to Mr. Paul Vilcoq, Deputy Director, G-3/5/7 Force Management, the FVC is a critical tool that helps units going through force structure actions meet their readiness goals. The intent in this article is to look at four metrics and their relationship with the

Read About It In THE Oracle

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By MAJ Ramiro

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of Columbia
by MAJ Robert Hobbs, FA50

(Ret) GEN Donn A. Starry
2010 Force Management Hall of
Fame induction ceremony

FROM THE EXECUTIVE AGENT:

FA50s Force Managers March On



MG Tom Spoehr, Director
FA50 Executive Agent

Team, Here in the Pentagon, support to OEF and OIF remains our top priority, with particular emphasis on ensuring we are doing all we can to satisfy valid outstanding Operational Needs Statements from theater commanders. We are also working on the close out of POM 12-16, identifying any late breaking corrections, overlooked items or adjustments required as a result of the Capability Portfolio Reviews (CPRs).

Our work as Force Managers also continues throughout the Army despite talk of draw downs, budget contractions, strength reductions and so forth. In fact, as plans proceed for the eventual downsizing of the footprint in Iraq and Afghanistan, the job of transitioning equipment and units in and out of theater becomes even more complex. Demand from OEF, and to some extent OIF, for FA50 Force Managers continues to build. Simultaneously, modularity and modernization continue apace. FA50 officers and other Force Managers, military and civilian, are assets that commanders value as much as ever.

Force Managers are the folks who know how to get things done in the Army. And because your reputation precedes you, many FA50s find themselves with duties outside the normal scope of force integration, force development and force modernization. Force Generation is one such area. We are therefore reviewing our Q-Course and other training venues to ensure you have whatever tools you need for your jobs. Your most important tool, though, is communication. Whether by telephone or email, contact the schoolhouse, your counterparts in other organizations, your career manager, the proponent office or me with questions, suggestions, or concerns. Our most important task is to help you succeed.

Make a difference for our Army! Thanks for what you are doing!

MG Tom Spoehr

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USARC staff and how our FVC links affect selected activations and conversions during FY10.

The FVC process monitors four key factors for success; this year there were 15 original units in the pipeline for analysis. The factors are personnel, full time support (FTS), training and equipment. Each has a basic goal every month and a 65%-70% overall goal for the entire year. USARC assistance is critical to units during the first 120 day window in the FVC because databases, precise hiring codes and administrative actions are completed to the unit's benefit. Hiring for FTS is aligned within that time frame and Human Resource Specialist, Dave Schreifels, monitors that function to assist units and provide recommendations based on unit authorizations. Once a unit receives FTS personnel, those new hires work with their local headquarters Force Management Office, USARC, local retention offices and the community to improve the unit's personnel strength and begin to activate or convert the unit. In the same time period USARC

G4 Logistics Manager, LTC Tony Kerns, works to integrate the unit into the database systems so units can effectively receive the right equipment at the right time. Moreover, LTC Kerns can validate and recommend equipment to transfer from donor units thus possibly saving AR equipment funds.

As the timeframe moves toward the six month window most full-time support is in place thus enabling the unit to go beyond individual training and begin forecasting collective training once some equipment is in place. Training at the half-way mark becomes paramount. At that phase, USARC Training Chief LTC Kenneth Conley monitors unit training requests and verifies related unit training data. A continued emphasis is placed on recruiting, training and force modernization equipment, during the last five months as the unit nears the effective date for activation or conversion which usually is in September or October. In some cases, due to contractor/vendor calendars, some units receive their new equipment toward the end of the year. Collective training is also scheduled with local units when new equipment is in the pipeline.

One key element about the FVC process is senior-level and mid-level managers can assess activations and conversions and are in position to rapidly take USARC or unit level actions to avoid unnecessary risks to standing up or converting a unit. In that dimension, the FVC process seeks to decrease the risks and close shortcomings the unit may face with assistance from USARC staff Points of Contact in the four key success areas. The first three months are critical in hiring FTS personnel and soon equipment is being shipped to the unit. The midpoint focuses on individual and collective training, as personnel join the unit, and the last several months in the FVC process are highlighted by a renewed emphasis in recruiting, equipment and collective training. As the unit approaches the effective date, the goals established 12 months prior are reached and the unit is on track for future mobilization, deployment or other missions. ○

The ORACLE is a quarterly newsletter published by the US Army's FA50 Personnel Development Office. It is a venue for discussion of general Force Management or FA50-specific issues, to exchange ideas on how to better our community, and keep us all informed.

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FROM THE PPO CHIEF:

VICTORIES OF THE PERSONNEL DEVELOPMENT OFFICE...



LTC Karen Eggert,
FA50 PDO Chief

Not to brag, but the Personnel Development Office has scored some significant victories lately. Time will tell if they all hold up, but things look good for the future of our Functional Area.

—Preparations are proceeding for the pilot Senior Force Managers Seminar scheduled for later this month. We intend to make this seminar, which will give our senior FA50 officers an opportunity to discuss, with the SMEs and among themselves, the critical force management issues affecting our Army in preparation for their next assignments, an annual event. The seminar has GO-level interest at the FD and G-8 levels, plus 5-6 General Officers and Senior Executive Service leaders have committed to participating throughout the week in informal question and answer sessions. COLs and LTC(P)s are all encouraged to participate. Call Patsy for details.

—Our next FA50 Q-Course is full, with 22 confirmed attendees; Mike McDaniel and Warren Greer are finalizing the schedule now. One change we expect to incorporate into the 10-week course will afford students the opportunity to complete some “assignment oriented training” (AOT) before signing out of school - the one week SSO course, for example. The objective of the Q-Course has always been to teach the force management process, not to teach students how to do their next jobs. But, we are developing some AOT options that will enable newly-qualified FA50s to ‘hit the ground running’ if scheduling and other details can be worked out favorably.

—Our Force Management Hall of Fame ceremony was a huge success. Our 2010 inductee, GEN (Ret.) Donn A. Starry, was cited for his role as architect of the Army’s post-Vietnam rebuilding into the force that won the Cold War, rolled to victory in Operation DESERT STORM, and is still the guardian of our Nation. It was a tremendous honor to meet him and to hear his personal account of the Army’s force management challenges in the 1970s and ‘80s, which captivated attendees. Several pictures from the event are included in this issue of the Oracle.

—Our new career manager, LTC Eric Hoggard, is on board at HRC/Ft Knox. As LTC Al Gamble moves to his next assignment at JFCOM, we wish him all the best.

—You may have heard that TRADOC is conducting an “Officer Grade Plate Review,” whose goal is to re-align Army on-hand strength with future authorizations. They plan to do this in part by identifying positions to “roll down,” for example LTC slots that could be rolled down to MAJ positions, or MAJs to CPT slots. FA50 is in a unique situation, though, in that our authorizations are actually increasing as our reputation as problem solvers grows. Thus far we have successfully defended most of the 50A positions proposed for roll down. Ultimately, we may take a few hits, but I’ll keep you informed.

—And last but not at all least, COL Eddie Rosado, OCAR Force Management Director and COL (Ret.) Al Whittle (2008 FM Hall of Fame inductee) have launched the long-awaited professional association for force managers. Their brochure for the new United States Organizational Managers Association is included in this newsletter, as well as posted on our websites. Contact USOMA at usaom_wilson@yahoo.com for details.

LTC Karen Eggert

Karen M. Eggert
Chief, FA50 Personnel Development Office
Creative Managers of Change

“LEADERS”

FA50S AS LEADERS, CURRENT AND FUTURE

by Major Robert Jones, FA50

As I have read published articles within the Oracle newsletter on how to develop FA50s for the future, I continue to think to myself that several FA50s are willing to give their opinion on how to develop a FA50 by providing text book solutions applicable to a text book environment. Clearly, neither our military nor its members are operating in an environment solely compatible with text book solutions. – MAJ Jones

Several past articles have stated that FA50s must have experience in strategic focus development, establish a wealth of knowledge in Force Management Operations, and develop communication skills. Also just recently, the FA50 Proponent Office communicated that the Centralized Selection List (CSL) was approved

transformation. The Force Management hierarchy must understand the psychology of what is required for the current and future environments and develop a practical and institutional training program that is a “right fit” in developing future FA50s. What is important here is the term transformation, which requires transformational solutions or in other words transformational leaders. But first, readers must understand what leadership really is and understand the framework it takes to make a transformational leader.

What is Leadership according to researchers?

Readers must have a clear understanding of what leadership is. In their book, “Leadership: Theory, Application, Skill Development”, authors Robert Lussier and Christopher Achua state that leadership is the process of leaders influencing followers to achieve organizational objectives through change (2001, p.6). Author Peter Northouse in his book, “Leadership: Theory and Practice,” argues that leadership is a process whereby an individual influences a group of individuals to achieve a common goal (2007, p.3). When evaluating the two definitions, readers may notice several common themes. The important themes that are clearly communicated in each of the definitions provided are the words process, influence, and objectives or goals.

Leadership as a process signifies that there is a systematic or necessary steps needed in order to exercise leadership. Pratch & Jacobowitz (1997) states, “thus, the leader performs the crucial synthetic function of information processing, as well as those



for FA50s and will open opportunities for FA50s to be selected for command equivalent positions and become competitive for promotion to General Officer ranks. All these statements are true, but what does all this really mean? It means, I believe, that FA50s are currently being schooled and developed in using text book solutions but are assigned to positions that require transformational leadership and /or solutions.

We should not advocate “text book or basic” solutions and feel as if FA50s are being developed to take on force management challenges in environments that are constantly going through metamorphosis or

processes or functions that direct, control, and energize group activities”, (p.2). It can be argued that the steps that leaders must take to exercise leadership may include using their education or training skills, practical experiences, and authority to establish rules, regulations, and systems to guide a group of individuals to obtain organizational objectives or goals. Whether the organization was successful or not, the leadership process used should be evaluated to improve the process or continue use of the most effective process.

By the time officers are selected and placed into the Force Management functional area, they have had a number of leadership positions and have developed the internal and external leadership skills to pursue and achieve objectives and/or goals, but do they possess the requisite technical knowledge in Force Management to be transformational?



The future FA50s and a way ahead.

Force managers must be well equipped to contend with future Army force structure and developing challenges. The Force

Management School along with the FA50 proponent office and HRC must carefully train and manage current and future FA50s’ careers by establishing the best school curriculums and place high potential FA50s in developmental assignments that will enhance their competitiveness for CSL assignments. This task becomes critically important when selecting those FA50s for senior promotions and for CSL positions.

In order to develop FA50s for current and future assignments, I would recommend that the Force Management School and FA50 Proponent Office consider the following:

1. Consider placing academic professors or prior military members (with the best background)



within the FA50 school house to teach critical thinking and transformational leadership skills. Challenge students with realistic training models to develop their analytical, research, and assessment skills.

2. Carefully screen, manage, and groom FA50s for key positions. It is important to groom those FA50s whom have attained a unique skill or background in an area that all FA50s may not possess (i.e. fellowship(s) experience and research knowledge, advance schooling, degree skill).
3. Establish distinct career tracks within force management and establish clear selection criteria for those FA50s wanting to compete for a CSL position or advancement to senior force management ranks (Colonel and General Officer).

MAJ Major Robert L. Jones III is an Army Research Fellow at the RAND Arroyo Center and a former Force Management Officer for HQDA G-3/5/7, DAMO-CIC. Major Jones is also an Organization and Management PhD candidate at Capella University. His next assignment will be as the Force Integration Chief for 2ID Korea. He can be reached at 703-413-1100 ext 5367, or Robert.jonesiii1@us.army.mil.

Opinions expressed in the ORACLE are those of the authors and may not reflect Army or FA50 Proponent policy. ○

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BCKS: <https://forums.bcks.army.mil/>

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WHAT IS IT?

COL Steve Stebbins and MAJ Mike Gossett both correctly identified the lifting eye from a 155mm artillery shell as last quarter's whatzit. Seems several of us have them as paperweights. Mine came from 1/17 FA circa 1977. This one might be more of a challenge. It's more of a "what will it be?" than "what is it?" (Obscure hint: there is a related link on the FA50 public and AKO webpages.) Let us know, and win a subscription to the ORACLE!



FORT WASHINGTON, MARYLAND GUARDIAN OF THE DISTRICT OF COLUMBIA

by Major Robert Hobbs, FA50

While on TDY assignment to Ft Belvoir, I had been noticing some imposing looking fortifications on the opposite side of the Potomac River adjacent to the small lighthouse that marks the main river channel. A little bit of research on my part determined that it was Fort Washington, the seacoast fortifications that formerly defended the approaches to Washington, DC.



Battery Decatur at Ft Washington, Md, saw service between 1893 and about 1918. It originally held two 10" Model 1888 rifled guns on "disappearing" carriages. These rifles had a range of around 26,000 yards, or nearly 15 miles.

Not surprisingly, it had been named in honor of George Washington, since his estate of Mt. Vernon lay almost directly across the Potomac River and the property had been owned by friends of his. According to a historical marker on the site, Washington himself celebrated one of his birthdays here.

So one sunny Sunday morning in November, I crossed over into Maryland and made my way over to its location to see the post close up. It proved to be quite a huge fort and must have been a formidable establishment in its heyday. There weren't too many folks there so I almost had the post all to myself.

The post had originally been constructed in 1809 as war fever against the British began to grow and the

administration in Washington determined that the capital needed some protection against a possible naval assault. However, when the British Navy came calling in 1814, the garrison evacuated itself and destroyed their own fort before the British could attack it. Thus saved the trouble of having to seize and hold this fort, the British were able to sail unmolested up the Potomac River and capture the city of Alexandria. Shortly thereafter, they pushed further upriver and landed enough British troops to capture and burn Washington, DC, something the fort had been specifically designed to defend against in the first place.

According to the Park Rangers on site, the American garrison had some conflicting orders on how to react in the event of an attack, and believed the British Army had landed behind them and threatened them from the landward side. At least that was the story the fort's commander put forth at his subsequent court martial for abandoning his post in the face of the enemy.

Shortly thereafter, realizing the site's vital importance in safeguarding the nation's capital, work was commenced on building a new fort though it took until 1824 to complete. This brand new masonry style fort was up until the Civil War the only defense of Washington, though a number of smaller posts were quickly erected and put into service around the district once the fighting broke out.

While it didn't see any action during the Civil War, it held a considerable garrison and was probably quite a good billet to have. It stayed active after the war and in the years afterward, it was expanded and modernized still further and was garrisoned by a number of different artillery troops. However by the time of the First World War, its defenses were no longer as vital to the nation as they had once been. It was used as a transit post for US soldiers being sent to

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Ft Washington was modernized under the "Third System" of coastal fortifications between 1816 and 1848. (Fortress Monroe and Fort Sumter are all Third System forts.) As of 1851, it was intended to be armed with sixty-seven 24-pounder guns, three 18-pounder guns, four 12-pounder guns, three field pieces, seven 8" heavy seacoast howitzers, two 8" light howitzers and two 10" heavy mortars, for a total of 88 guns.

France, and it proved to be a useful place for defense related government offices.

It stayed in Army service up until 1939. Although just prior to the outbreak of World War II it had been turned over to the Department of the Interior, it was soon reclaimed by the Army. This time it served as the school location for the Adjutant General Corps. It never saw any combat action though it did train a lot of WAC (Women's Army Corps) AG personnel judging from the many photos of them in the post museum. After the war it was given back to the Department of the Interior, and the National Park Service maintains it now.

It was pretty cold and windy the day I was there but I walked all over the post and saw everything there was to see. All of the original big guns had long since been removed, though there were a number of Civil War field pieces at various locations, mounted on carriages or dismounted and on display. There were walking paths leading to all parts of the fort and it's nicely wooded now. Like all of these masonry constructions, it was built to last.

Most of the Civil War era fortifications were open

for exploration but the later additions were fenced off, probably for reasons of safety. Apparently the concrete of later years was not as enduring as the original brickwork, and it was crumbling away in many areas. From the original battlements, one had a pretty good view of of the Potomac and of Washington DC in the distance, with the Washington Monument being the most prominent landmark. If properly manned and equipped, the British Navy or any other navy for that matter would have no chance of slipping by these still formidable defenses.

The National Park Service operates a small visitor's center in the middle of the site. A modest museum emphasizes the Civil War era for Fort Washington, although there are displays for all eras of the fort's existence. Apparently a number of artifacts have been unearthed through archeological digging and post renovations. Most of the more modern buildings on the post seem to date from World War II though they were all locked up.

While it's no longer an active post, it's a good place for picnicking now and it has some good walking and bike trails. Plus the Park rangers say the fishing is good there as well.



María Hurtado photos

★★ FA50 LIEUTENANT COLONEL MILESTONES ★★

FA50s, let's congratulate the following officers on their selection for promotion to Lieutenant Colonel. These officers have demonstrated the intellectual, moral and physical characteristics that indicate their potential for enduring service in the Army.

MAJ(P) Stephon Brannon
MAJ(P) Rich Dimarco
MAJ(P) William "Mike" Fairclough
MAJ(P) Bill Fitzhugh
MAJ(P) Tara Lee

MAJ(P) Dave Myrda
MAJ(P) Okal Onyundo
MAJ(P) Tony Owens
MAJ(P) Juan Quintero
MAJ(P) Heather Reed
MAJ(P) Jeff Robertson (BZ)

Well done and Good Luck!

FA50 BULLETIN BOARD

Summer 2010 PCS Slate—LTC Hoggard has completed the initial slate for Summer 2010 moves and will contract both Active Component and USAR-AGR officers over the upcoming weeks. <http://www.hrc.army.mil/site/protect/branches/officer/os/forcemngt/index.htm>

Class dates: Planning dates for the upcoming FA50 Qualification Courses (Phase I is the pre-requisite 4-week Army Force Management Course, Phase II is the follow-on 10-week course) are as follows:

Phase I	Sep 10 - 8 Oct 10	Phase II	12 Oct 10 - 17 Dec 10
	10 Jan 11 - 4 Feb 11		7 Feb 11 - 15 Apr 11
	6 Jun 11 - 1 Jul 11		5 Jul 11 - 9 Sep 11 (T)
	12 Sep 11 - 7 Oct 11		11 Oct 11 - 16 Dec 11 (T)

Website Update—New documents, contact lists, pictures and an Afghanistan reading list have been added. Check them out.

Next Issue—Introducing BG Ed Donnelly and LTC Eric Hoggard; a WIAS update; unique FA50 positions; upcoming changes to 600-3; and "Who do I call: my career manager or the G-8?"

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USOMA NEWS

United States
Organizational
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(USOMA)

UNITED STATES



United States
Organizational Managers
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OBJECTIVES

Professionalizing the career field

- ✓USOMA will be open to all Components and Services (military and civilian)

Providing additional advanced opportunities

- ✓Accreditation programs through nationally recognized Universities
- ✓Networking opportunities for both military and civilian personnel

ACTIVITIES

Annual Workshop

- ✓Host panel forums with Industry on "Best of Breed" business practices

BENEFITS

Mentor opportunities for newly assigned FA50/CP26 personnel

Info on Career Opportunities

Defense Industry Sponsorship

President: COL Eddie Rosado
Vice President: COL Al Whittle (Retired)

Contact Us:

USOMA_Wilson@yahoo.com

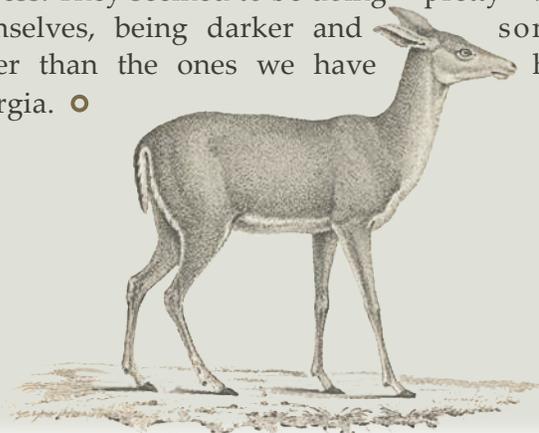
The long-awaited "regimental association" for Force Managers is now getting organized.

The United States Organizational Managers Association was recently certified by the Commonwealth of Virginia State Corporation Commission. The organization will be classified as a 501(c)3 (IRS tax exempt association). The organization will be representative of all military services and will be open to all DoD military and civilian personnel. Membership is voluntary. Membership applications are currently being accepted. Take a look at the brochure, and contact Marc Wilson USOMA_Wilson@yahoo.com for more information.

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It was well worth the visit and I must admit I definitely got my exercise walking up and down those rather steep slopes that led to the fortifications and magazines down closer to the river. Also the post is host to a good many deer as I counted 19 of them in a cluster near the wooded area at the upland portion of the

fortress. They seemed to be doing pretty well for themselves, being darker and somewhat larger than the ones we have here in Georgia. ○



Guide for ORACLE Authors

The Force Management ORACLE is a quarterly professional magazine for uniformed and civilian Army Force Managers worldwide. Our readership includes field grade and higher Army officers and their civilian counterparts, as well as many other DoD civilians, support contractors, retirees, and even members of other branches and services.

Besides articles, we routinely print the FA50 Proponent's and the Executive Agents columns, and updates from the Personnel Proponent Officer and the Career Managers. Contributions from OCAR and NGB, G-1/CP26, and the Army Force Management School are always welcome. In addition, letters to the editor, interviews with Army leaders, and other features may appear. Our goal is to ensure the ORACLE is seen as a publication for ALL Army Force Managers.

There are about two hundred thousand or so very exciting things taking place in the Army today and within our readers' and contributors' fields of expertise. Article subjects should therefore be current and relevant. Writers may use the ORACLE to share "good ideas" and "lessons learned" with their fellow Soldiers. Article subjects may include, but certainly aren't limited to, technical developments; tactics, techniques and procedures; how-to pieces and practical advice; training methods; personal perspectives; and historical pieces of relevance to the art and science of Force Management.

The process for submitting an article to the ORACLE is as follows: 1) Send the PPO Chief or the Editor (Mr Fleitz) an email, voicemail, letter or smoke signal with your idea for an article; 2) Write the article and select your artwork or graphics; 3) Send it in. MS Word is preferred. We do not pay for articles or illustrations other than occasionally providing contributors with complimentary copies of the magazine. Since distribution has been strictly electronic of late, this isn't really much of an issue.

The ORACLE is not copyrighted. All material published is considered to be in the public domain unless otherwise indicated. (Occasionally we use copyrighted material by permission; this material is clearly marked with the appropriate legal notifications.) We also assume that articles submitted are the work of the submitter, unless noted otherwise. If you use someone else's graphic or photo, especially from the private sector, please indicate that you have permission to do so.

The "Army standard" is preferred, that is, writing that can be understood in a single rapid reading and is generally free of errors in grammar, mechanics and usage. Maintain the active voice as much as possible. Articles should be double-spaced, typed, unpublished manuscript, typically between 3,000 and 3,500 (or less) but no more than 5,000 words, including endnotes as appropriate.

Of course, authors should check their articles' contents with unit commanders or organization directors or S2s/G2s to ensure they have no classified or OPSEC information in them. Clearance requirements are outlined in Army Regulation 360-1. If we see something within an article that might cause concern, we will withhold publication until it is thoroughly vetted with the proper subject matter expert or Army authority. But it still remains the author's responsibility, as outlined in AR 360-1, not to compromise national security or U.S. Army operational security matters.

We may also edit an article for length or to put it in the magazine's style and format. If anything more than correcting a few misspellings or minor editing is necessary, the author will be consulted before publication to ensure nothing was lost in the process. If the author does not get back with any questions or concerns within five to seven working days, we will assume the author concurs and the article will run as is. ("Qui tacet consentire videtur")

Photographs and graphics must be accompanied with an adequate description of the images and photographer/illustrator credits. Please send the graphics files and photos separately from the text. The higher resolution the better for digital images, at least 1MB. A few lines about the author—some professional background, current assignment, and contact information—and a picture should be included, too.

For more information, or general questions call Bob Fleitz at (703) 602-7605 (DSN 332), or email robert.fleitz@us.army.mil.