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# **Army Decision Paper Example**

A little more than seventy-five years ago, Kate L. Turabian drafted a set of

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guidelines to help students understand how to write, cite, and formally submit research writing. Seven editions and more than nine million copies later, the name Turabian has become

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synonymous with best practices in research writing and style. Her Manual for Writers continues to be the gold standard for generations of college and graduate students in

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virtually all academic disciplines. Now in its eighth edition, *A Manual for Writers of Research Papers, Theses, and Dissertations* has been fully revised to meet the needs of today's writers and

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researchers. The Manual retains its familiar three-part structure, beginning with an overview of the steps in the research and writing process, including formulating questions,

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reading critically, building arguments, and revising drafts. Part II provides an overview of citation practices with detailed information on the two main scholarly citation styles (notes-

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bibliography and author-date), an array of source types with contemporary examples, and detailed guidance on citing online resources. The final section treats all matters of editorial

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style, with advice on punctuation, capitalization, spelling, abbreviations, table formatting, and the use of quotations. Style and citation recommendations have been revised throughout to reflect



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the sixteenth edition of The Chicago Manual of Style. With an appendix on paper format and submission that has been vetted by dissertation officials from across the country and a

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bibliography with the most up-to-date listing of critical resources available, A Manual for Writers remains the essential resource for students and their teachers.

AR 380-5 09/29/2000

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DEPARTMENT OF THE ARMY  
INFORMATION SECURITY  
PROGRAM , Survival Ebooks  
The platoon leader and  
platoon sergeant are two of  
the most important leaders  
in the U.S. Army. The way

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platoon leaders and sergeants work together as a team can cause the success or failure of companies, battalions, brigades, and divisions. They represent the leading edge of leadership

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on and off the battlefield. On the battlefield, platoon leaders and sergeants build their platoons, empower squad leaders, integrate outside elements, and use troop-leading procedures to

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plan and lead. Off the battlefield, platoon leaders and sergeants prepare their platoon for combat through tough training. The platoon leader and platoon sergeant's ability to coach,

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teach, and mentor their Soldiers leads directly to the readiness of our formations. World-wide, platoon leaders and sergeants are personally leading the U.S. Army at the lowest level. This handbook

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is a guide for new leaders to help prepare them for a critical crucible of leadership that will determine the U.S. Army's ability to fight and win our country's wars.

Secrets of the Cold War



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US Army Europe's  
Intelligence and  
Counterintelligence Activities  
Against the Soviets During  
the Cold War  
Information Management  
Department of the Army

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Information Security  
Program

Department of Defense  
Appropriations for ...

The First 100 Days of Platoon  
Leadership - Handbook  
(Lessons and Best Practices)

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This monograph examines how the U.S. Army compares to other complex systems in the use of information to solve problems. Like most complex systems, the U.S. Army strives to attain an informational advantage over its opponents. However, according to contemporary

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operational theory, concepts, and U.S. Army warfighting doctrine, the significance of this informational advantage is the rapid development and execution of singular, optimal solutions. Through a detailed analysis of how operational-level staffs organize and plan, against a model for

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measuring static versus dynamic information-use, this monograph demonstrates that current operational theory and doctrine results in a static operational planning process. The structure of the paper validates this thesis by describing and comparing two complex systems - an operational

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planning staff and a professional football coaching staff- against a common model. This model, described in the first part of the paper, provides a process for evaluating a complex system's use of information on a static-to-dynamic continuum. The model conducts this evaluation by analyzing

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a system's organization, environmental interaction, and ability to learn. The second part of the paper describes how the two systems conceptualize and use information; an evaluation of current planning theory demonstrates

Liaison officer (LNO) functions are

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critical to the successful integration of diverse capabilities across military and civilian domains. Despite the importance of these functions, the Center for Army Lessons Learned (CALL) continues to capture observations which indicate significant issues concerning the



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selection, training, and employment of LNOs. In August 1998, the Air Land Sea Application (ALSA) Center published the Joint Task Force (JTF) Liaison Handbook, which provided planning and execution guidance to units providing and receiving LNOs at the JTF level. That handbook provided

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valuable planning and execution guidance, but was written specifically for LNOs operating within a JTF. The ALSA Center handbook was retired in January 2003. LNO operations are discussed in several Army and Joint doctrinal publications, and are the subject of numerous articles; however,

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there has been no single reference source commanders and staffs can use to select, train, and employ LNOs since the ALSA Center handbook. There are many risks to the U.S. Army's command and control (C2) operations and to its intelligence and information warfare (IW) capabilities.

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The challenges include: significant uncertainty; sudden unexpected events; high noise and clutter levels in intelligence pictures; basic and complex deceptions exercised through a variety of channels; the actions of hidden malign actors; and novel forms of attack on U.S. and allied command,

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control, communications, computers, information/intelligence, surveillance, targeting acquisition, and reconnaissance (C4ISTAR) systems. If the U.S. Army is to secure and maintain information dominance in all environments, it must exploit complexity and uncertainty in the

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battlespace and not simply seek to overcome it. Innovation requires that new ideas are considered, and that old ideas should be robustly challenged. To achieve and maintain information dominance, the U.S. Army will also require a significant injection of innovation, a robust and resilient C2

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and intelligence capability, novel technologies and an accelerated information operations capability development program that is broad, deep, sustained and well-coordinated. Furthermore, once information dominance is achieved, maintaining it will demand continuous change and

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development.

Standing Operating Procedures

The Afghanistan Papers

Security

16 Cases of Mission Command

U. S. Army Board Study Guide

Chicago Style for Students and

Researchers



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The Tongue and Quill has been a valued Air Force resource for decades and many Airmen from our Total Force of uniformed and civilian members have contributed their talents to

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various editions over the years. This revision is built upon the foundation of governing directives and user's inputs from the unit level all the way up to Headquarters Air Force. A

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small team of Total Force Airmen from the Air University, the United States Air Force Academy, Headquarters Air Education and Training Command (AETC), the Air Force

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Reserve Command (AFRC),  
Air National Guard (ANG),  
and Headquarters Air Force  
compiled inputs from the field  
and rebuilt The Tongue and  
Quill to meet the needs of  
today's Airmen. The team put

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many hours into this effort over a span of almost two years to improve the content, relevance, and organization of material throughout this handbook. As the final files go to press it is the desire of

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The Tongue and Quill team to say thank you to every Airman who assisted in making this edition better; you have our sincere appreciation!

This Handbook is designed to

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assist Army Commanders in taking proper immediate action when faced with a variety of legal issues that might arise during your command. The purpose of your actions should be to

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preserve the legal situation until you can consult with your servicing Judge Advocate. However, like most aspects of your command responsibilities, you can fail if you just wait for things to



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come to you. You need to be proactive in preventing problems before they occur. In the legal arena, this means establishing and enforcing high standards, ensuring your Soldiers are fully aware of

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those standards and properly trained to comply with them. You must also properly train your Soldiers on all Army policies and higher level command standards so that they also understand and

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comply with them. Soldiers must also be well-versed in the Army Values and be able to apply those values to real-world situations, which will usually keep them well within legal bounds. Topics

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include: THE TOP TEN  
SITUATIONS WHERE YOU  
SHOULD IMMEDIATELY  
CONSULT YOUR SERVICING  
JUDGE  
ADVOCATE MILITARY  
JUSTICE/CRIMINAL LAW

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Introduction to Military  
Criminal Law Misconduct:  
Options and Duties Of The  
Commander Unlawful  
Command Influence R.C.M.  
303 Preliminary Inquiry Non-  
Judicial Punishment, Article

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15, UCMJ Article 15  
ScriptSearch and Seizure Self-  
Incrimination, Confessions,  
and Rights Warning UCMJ  
Punitive Articles Urinalysis,  
Drug and Alcohol Policies  
Fraternization and Improper

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Senior-Subordinate  
Relationships Proper  
Responses to Reports of  
Sexual Assault Victim  
-Witness  
Issues INVESTIGATIONS  
Administrative

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Investigations/References  
Intro AR 15-6 Investigations  
Accident Investigations (AR  
385-10) Line of Duty  
Investigations (AR 600-8-4)  
Fatal Training/Operational  
Accident Presentations to



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Next Of Kin (AR 600-34)

Financial Liability

Investigations (AR

735-5) STANDARDS OF

ETHICAL CONDUCT

Standards of Conduct

Commanders Coins Support

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to Non-Federal Entities  
Government Motor Vehicle  
Transportation Family  
Readiness Groups  
Accompanying Spousal  
Travel Annual Filing of  
Financial Disclosure

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Forms ADMINISTRATIVE  
LAW AND PERSONNEL  
ACTIONS “ Flagging ” Soldiers  
from Positive Personnel  
Actions Enlisted Separations  
Officer Separations Bars To  
Reenlistment – Field Initiated

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Qualitative Service Program  
(QSP) Removal of Enlisted  
Soldiers From Promotion  
Lists Removal of  
Commissioned and Warrant  
Officers From Promotion  
Lists Security Clearances –

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Suspension and Revocation  
Sexual Harassment Domestic  
Violence Amendment to the  
Gun Control Act (Lautenberg  
Amendment) & FAP Article  
138 Complaints Relief from  
Command INDIVIDUAL

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SOLDIER RIGHTS Body  
Piercing & Tattoo Policy  
Conscientious Objection  
Behavioral Health Evaluations  
Command Access to a  
Soldier's Protected Health  
Information (HIPAA)

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Extremist Organizations and  
Activities Political Activities  
by Members of The Armed  
Forces Whistleblower  
Protection Service Member's  
Civil Relief Act (SCRA)  
Religious Accommodation

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INTERNATIONAL &  
OPERATIONAL LAW Rules  
of Engagement Law of Armed  
Conflict CLAIMS AND  
CLIENT SERVICES Article  
139 Claims Foreign and  
Deployment Claims Family



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Support Obligations (AR  
608-99) Debt and Consumer  
Protection  
GOVERNMENT  
INFORMATION PRACTICES  
Freedom of Information Act  
Program Privacy Act  
Program FISCAL LAW Fiscal

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Law for Commanders  
The U.S. Army's Future  
Combat Systems program  
aimed to field an ambitious  
system of systems, with  
novel technologies integrated  
via an advanced wireless

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network. The largest and most ambitious planned acquisition program in the Army's history, it was cancelled in 2009, and some of its efforts transitioned to follow-on programs. This

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report documents the program's complex history and draws lessons from its experiences.

Lessons from the Army's  
Future Combat Systems  
Program

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Reference Information Paper

How the Army Runs

A Secret History of the War

Model Rules of Professional

Conduct

The Tongue and Quill

This text explains and synthesizes the

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functioning and relationships of numerous Defense, Joint, and Army organizations, systems, and processes involved in the development and sustainment of trained and ready forces for the Combatant Commanders. It is designed to be

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used by the faculty and students at the U.S. Army War College (as well as other training and educational institutions) as they improve their knowledge and understanding of "How the Army Runs." We are proud of the value that senior commanders

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and staffs place in this text and are pleased to continue to provide this reference.

Army Barracks Management Program (ABMP) Handbook describes the management of Unaccompanied Housing to support the needs of



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unaccompanied soldiers based on lessons learned and provides a uniform standard based on the needs of the Army and its soldiers. The ABMP supports the forming of adaptive partnerships between garrison staff and military unit leaders

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and capitalizes on the increased presence of military leaders at installations by emphasizing the unit's responsibility for the day-to-day management of permanent party barracks to enable leaders to effectively monitor the morale, health,

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welfare and discipline of their soldiers. Why buy a book you can download for free? We print this book so you don't have to. First you gotta find a good clean (legible) copy and make sure it's the latest version (not always easy). Some documents found on the

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ADP 6-22 describes enduring concepts of leadership through the core competencies and attributes required of leaders of all cohorts and all organizations, regardless of mission or setting. These principles reflect

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decades of experience and validated scientific knowledge. An ideal Army leader serves as a role model through strong intellect, physical presence, professional competence, and moral character. An Army leader is able and willing to act decisively, within

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superior leaders' intent and purpose, and in the organization's best interests. Army leaders recognize that organizations, built on mutual trust and confidence, accomplish missions. Every member of the Army, military or civilian, is part of a team and

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functions in the role of leader and subordinate. Being a good subordinate is part of being an effective leader. Leaders do not just lead subordinates-they also lead other leaders. Leaders are not limited to just those designated by position, rank, or

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authority.

Occasional Papers, Engineer School,  
United States Army

Department of Defense  
appropriations for 1978

How the Army Runs: A Senior Leader  
Reference Handbook, 2017-2018

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(31st Edition)

Army Leadership and the Profession

(ADP 6-22)

Security, Department of the Army

Information Security Program

Regulation

The Sergeants Major of the Army

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This manual, TRADOC Pamphlet TP 600-4 The Soldier's Blue Book: The Guide for Initial Entry Soldiers August 2019, is the guide for all Initial Entry Training (IET) Soldiers who join our Army Profession. It provides an introduction to being a

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Soldier and Trusted Army Professional, certified in character, competence, and commitment to the Army. The pamphlet introduces Soldiers to the Army Ethic, Values, Culture of Trust, History, Organizations, and Training. It



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provides information on pay, leave, Thrift Saving Plans (TSPs), and organizations that will be available to assist you and your Families. The Soldier's Blue Book is mandated reading and will be maintained and available during BCT/OSUT and

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AIT. This pamphlet applies to all active Army, U.S. Army Reserve, and the Army National Guard enlisted IET conducted at service schools, Army Training Centers, and other training activities under the control of Headquarters, TRADOC.

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AR 420-1 Published 1 June 2018  
Army Facilities Engineering  
Regulation 420-1, Army Facilities  
Management (24 August 2012)  
describes the management of public  
works activities, housing, and other  
facilities operations and

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management, military construction program development and execution, master planning, utilities services and energy management, and fire and emergency services. Also, it identifies and synthesizes other regulations that provide

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detailed facilities management policy. This regulation applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve. This book is a terrific source for sound, cost-effective

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energy management and investment practices to enhance the DoD's energy security and environmental stewardship. Depending on the military installation location, well-planned energy and water use savings can represent thousands to

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In 1950, when he commissioned the

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first edition of *The Armed Forces Officer*, Secretary of Defense George C. Marshall told its author, S.L.A. Marshall, that "American military officers, of whatever service, should share common ground ethically and morally." In

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this new edition, the authors methodically explore that common ground, reflecting on the basics of the Profession of Arms, and the officer's special place and distinctive obligations within that profession and especially to the Constitution.

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A Manual for Writers of Research  
Papers, Theses, and Dissertations,  
Eighth Edition

Dynamic Operational Planning:  
Information Pull Versus Information  
Push

Government Printing and Binding

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Regulations

The Army Information Resources  
Management Program

Maintaining Information Dominance  
in Complex Environments

Army Facilities Management

The Model Rules of Professional Conduct



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provides an up-to-date resource for information on legal ethics. Federal, state and local courts in all jurisdictions look to the Rules for guidance in solving lawyer malpractice cases, disciplinary actions, disqualification issues, sanctions questions and much more. In this volume, black-letter Rules of Professional Conduct are

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followed by numbered Comments that explain each Rule's purpose and provide suggestions for its practical application. The Rules will help you identify proper conduct in a variety of given situations, review those instances where discretionary action is possible, and define the nature of the relationship between you and your

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clients, colleagues and the courts. This Army tactics, techniques, and procedures (ATTP) publication, “Commander and Staff Officer Guide,” reinforces the fundamentals of mission command established in field manual (FM) 3-0, Operations; FM 5-0, The Operations Process; and FM 6-0, Mission Command.

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Whereas the above manuals focus on the fundamentals of mission command, this manual provides commanders and staff officers with tactics, techniques, and procedures (TTP) essential for the exercise of mission command. This is a new Army publication. It includes many of the appendices currently found in FM 5-0 and

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FM 6-0 that addressed the “how to” of mission command. By consolidating this material into a single publication, Army leaders now have a single reference to assist them with TTP associated with planning, preparing for, executing, and continually assessing operations. This ATTP also enables the Army to better

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focus the material in future editions of FMs 5-0 and 6-0 on the fundamentals of the operations process and mission command, respectively.

For the US Army to succeed in the 21st Century, Soldiers of all ranks must understand and use Mission Command. Mission Command empowers leaders at all

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levels, allowing them to synchronize all warfighting functions and information systems to seize, retain, and exploit the initiative against a range of adversaries. This collection of historical vignettes seeks to sharpen our understanding of Mission Command philosophy and practice by providing examples from the past in which

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Mission Command principles played a decisive role. Some vignettes show junior officers following their commander's intent and exercising disciplined initiative in very chaotic combat operations. Others recount how field grade officers built cohesive teams that relied on mutual trust to achieve key operational objectives. Each



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historical account is complemented by an annotated explanation of how the six Mission Command principles shaped the action. For this reason, the collection is ideal for leader development in the Army school system as well as for unit and individual professional development. Mission Command places great

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responsibility on our Soldiers.

Ar 420-1

The Armed Forces Officer

A Path Forward

The Guide for Initial Entry Soldiers

August 2019

Army Tactics, Techniques, and Procedures

ATTP 5-0.1 Commander and Staff Officer

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Guide September 2011

The Army Lawyer

Scores of talented and dedicated people serve the forensic science community, performing vitally important work. However, they are often

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constrained by lack of adequate resources, sound policies, and national support. It is clear that change and advancements, both systematic and scientific, are needed in a number of forensic

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science disciplines to ensure the reliability of work, establish enforceable standards, and promote best practices with consistent application.

Strengthening Forensic Science in the United States: A Path

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Forward provides a detailed plan for addressing these needs and suggests the creation of a new government entity, the National Institute of Forensic Science, to establish and enforce standards within

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the forensic science community. The benefits of improving and regulating the forensic science disciplines are clear: assisting law enforcement officials, enhancing homeland security,

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and reducing the risk of wrongful conviction and exoneration. Strengthening Forensic Science in the United States gives a full account of what is needed to advance the forensic science disciplines,



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including upgrading of systems and organizational structures, better training, widespread adoption of uniform and enforceable best practices, and mandatory certification and accreditation programs. While

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this book provides an essential call-to-action for congress and policy makers, it also serves as a vital tool for law enforcement agencies, criminal prosecutors and attorneys, and forensic science educators.

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A Washington Post Best Book of 2021 The #1 New York Times bestselling investigative story of how three successive presidents and their military commanders deceived the public year after year about

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America's longest war, foreshadowing the Taliban's recapture of Afghanistan, by Washington Post reporter and three-time Pulitzer Prize finalist Craig Whitlock. Unlike the wars in Vietnam and Iraq, the US

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invasion of Afghanistan in 2001 had near-unanimous public support. At first, the goals were straightforward and clear: defeat al-Qaeda and prevent a repeat of 9/11. Yet soon after the United States and its allies

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removed the Taliban from power, the mission veered off course and US officials lost sight of their original objectives. Distracted by the war in Iraq, the US military become mired in an

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unwinnable guerrilla conflict in a country it did not understand. But no president wanted to admit failure, especially in a war that began as a just cause. Instead, the Bush, Obama, and Trump

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administrations sent more and more troops to Afghanistan and repeatedly said they were making progress, even though they knew there was no realistic prospect for an outright victory. Just as the



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Pentagon Papers changed the public's understanding of Vietnam, The Afghanistan Papers contains "fast-paced and vivid" (The New York Times Book Review) revelation after revelation from people

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who played a direct role in the war from leaders in the White House and the Pentagon to soldiers and aid workers on the front lines. In unvarnished language, they admit that the US government's strategies

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were a mess, that the nation-building project was a colossal failure, and that drugs and corruption gained a stranglehold over their allies in the Afghan government. All told, the account is based on

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interviews with more than 1,000 people who knew that the US government was presenting a distorted, and sometimes entirely fabricated, version of the facts on the ground. Documents unearthed

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by The Washington Post reveal that President Bush didn't know the name of his Afghanistan war commander—and didn't want to meet with him. Secretary of Defense Donald Rumsfeld

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admitted that he had “no visibility into who the bad guys are.” His successor, Robert Gates, said: “We didn’t know jack shit about al-Qaeda.” The Afghanistan Papers is a “searing indictment of the

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deceit, blunders, and hubris of senior military and civilian officials" (Tom Bowman, NRP Pentagon Correspondent) that will supercharge a long-overdue reckoning over what went wrong and forever

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change the way the conflict is remembered.

From the espionage files, an American soldier is nearly recruited in a downtown bar to be a spy and a First Sergeant is lured by sex to be an



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unknowing participant in spying. Behind-the-lines images are historic and intriguing. See photographs of a French officer and a Soviet officer relaxing in the East German woods in a temporary

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unofficial peace; 'James Bond' type cars with their light tricks and their ability to leave their Stasi shadows 'wheel spinning' in the snow will amaze readers. A Russian translator for the presidential hotline recounts a

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story about having to lock his doors in the Pentagon, separating himself and his sergeant from the Pentagon Generals when a message comes in from the Soviets. When he called the White

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House to relay the message to the President and stood by for a possible reply to the Soviet Chairman, he stopped working for the Generals and started working solely for the President.

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Department of Defense  
Dictionary of Military and  
Associated Terms

Afh 33-337

Congressional Actions  
Responsibilities

AR 380-5 09/29/2000

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DEPARTMENT OF THE ARMY  
INFORMATION SECURITY  
PROGRAM , Survival Ebooks  
Joint Ethics Regulation (JER).  
TRADOC Pamphlet TP 600-4  
The Soldier's Blue Book