



Soldiers assigned to the Army Reserve's 88th Readiness Division descend the Whitetail Ridge Ski Hill Jan. 21 during snowshoe training at Fort McCoy, Wisconsin. (U.S. ARMY/CHRISTOPHER HANSON)

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# Army developing new Arctic doctrine

**F**or the first time in more than 50 years, the Army is developing Arctic-focused doctrine to help soldiers contend with and operate in the harsh but increasingly competitive region.

Army Techniques Publication (ATP) 3-90.96, Arctic and Extreme Cold Weather Operations, will give soldiers information “to overcome the Arctic environment and succeed in temperatures as cold as -40 degrees Fahrenheit,” according to the Mission Command Center of Excellence. It is slated to be released in mid-2024.

The Arctic is becoming an “increasingly active security environment” as Russia upgrades its “large-scale, credible Arctic military capabilities” and China grows its “economic and

scientific activities in the region,” according to a recent report from the Rand Corp on the U.S. military’s Arctic capabilities.

The upcoming Army Techniques Publication is the culmination of over a year of Arctic and extreme cold weather operations research by the Combined Arms Doctrine Directorate. It takes into account training at the Northern Warfare Training Center in Alaska, historical records and consultations with other Arctic nations, including Canada, Norway, Finland, Sweden and Denmark. The directorate also worked closely with the 11th Airborne Division, which is stationed in Alaska, to develop the doctrine.

“Arctic and extreme cold weather operations are about more than being

able to survive, you have to be able to thrive,” said Capt. Edward Garibay, the lead doctrine author. “As the Arctic warms from climate change, it’s going to become more and more accessible in the coming decades and take on new importance.”

The doctrine will have a tactical focus, and it will help soldiers adapt the concepts and experience they know for the Arctic and the subarctic.

“We have a lot of localized knowledge that isn’t easily shared across the Army,” Garibay said. “We have pockets of individuals and units that are experts, but their knowledge is only available in local [standard operating procedures] and only passed down from one command to the next.

See **Arctic doctrine**, Page 5



# LISTEN. LEARN. LEAD.

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## Paper: Recruiting crisis requires ‘whole-of-nation effort’

**T**he Army’s recruiting crisis, the most substantial since the creation of the all-volunteer force 50 years ago, is a threat to U.S. national security and will require a “whole-of-nation effort” to be reversed, according to the authors of a new paper published by the Association of the U.S. Army.

The Army has seen significant recruiting shortfalls for at least the past two years. In fiscal 2022, the service missed by 15,000 its goal of recruiting 60,000 new soldiers. In fiscal 2023, with an ambitious goal of recruiting 65,000 new soldiers, the Army fell short by 10,000.

The current Regular Army end strength of 452,000 is “the smallest since before World War II,” the authors write.

Army senior leaders are considering significant reductions to force structure to avoid a “hollow” Army with undermanned and ineffective formations, the authors write.

In “‘Be All You Can Be’—The U.S. Army’s Recruiting Transformation,” authors Lt. Col. Frank Dolberry, a former AUSA Army fellow, and Charles McEnany, an AUSA national security analyst, assert that because war is “fundamentally a clash of hu-



Capt. Eugny Proshin, commander of the Springfield Recruiting Company, swears in six new Army recruits at Fort Devens, Massachusetts. (U.S. ARMY/KEVIN FLEMING)

man wills,” the quality of the American soldier is critical to the nation’s ability to fight and win wars.

Among Americans ages 17 to 24, only 23% qualify to serve without a waiver due to obesity, drug use or inability to meet academic standards. Only 9% of people in this age group are even interested in serving, senior leaders have testified before Congress. There is competition from the private sector, which is offering many of the incentives offered by the

military, and there are gaps in trust in institutions and in knowledge of the Army, the authors write.

Striving to overhaul the way it recruits new soldiers, Army leaders last fall announced a set of initiatives that aim to fundamentally transform the recruiting enterprise, the authors write in their paper, which is part of AUSA’s Spotlight series.

These include transitioning Army Recruiting Command from a two-star command to a three-star command; transforming how the Army prospects potential recruits; overhauling the recruiting workforce; and creating an experimentation capability.

“The Army recognizes the scope of its recruiting challenge and has taken bold steps toward overcoming it,” Dolberry and McEnany write, acknowledging that while the Army can do even more, it will take a broader effort. Many factors driving the shortfalls are “outside of the Army’s control” with no predictable end in sight, they write.

What’s clear, they say, is that the challenge “poses a risk to U.S. national security and requires a whole-of-nation effort to be reversed.”

[Read the paper here.](#)



First Lt. Charlie Young, left, and Chief Warrant Officer 2 Jordan Chattler, of the 16th Combat Aviation Brigade, show high school students the inside of an AH-64 Apache helicopter during a tour Jan. 11 at Joint Base Lewis-McChord, Washington. (U.S. ARMY PHOTO)

## Maintenance resource *PS Magazine* to shut down after 73 years

It was inevitable that Master Sgt. Half-Mast, the cartoon senior NCO with all the maintenance answers, would one day retire.

In a message posted on the website for *PS: The Preventive Maintenance Monthly*, an illustrated magazine read by the Army's mechanics, supply specialists and radio maintainers since 1951, Half-Mast announces that the online magazine will shut down by Sept. 30.

The closure is due to reductions in Department of the Army civilian authorizations that "are necessary to right-size the total force, as well as support modernization," Half-Mast writes in the message.

The magazine's "end-of-mission," he writes, has already begun with reductions, reassignments or retirements among the writing staff. This means that reader inquiries will now go unanswered, and the addition of new articles will taper off by spring, the announcement says.

Published by the U.S. Army Sustainment Command at Redstone Arsenal, Alabama, *PS Magazine's* archived articles are slated to be available online here for up to three years past Sept. 30. A partial archive is publicly available here.

The magazine, whose last hard copy was published in November 2019 when the content moved online, was once a 64-page publication that provided soldiers with accessible and practical guidance and advice on the care, operation and maintenance of the equipment and supplies they're responsible for.

*PS* was an iconic magazine admired by commercial cartoonists for its artwork and popular among soldiers—and officers—seeking advice and current information. In its heyday, *PS* was distributed to maintainers across the Army and Marine Corps.

Maintenance information has been doled out by a cast of cartoon char-



Master Sgt. Half-Mast, the iconic cartoon mascot of *PS Magazine*, announced that the online publication will be shut down by Sept. 30. (COURTESY PHOTO)

acters including Master Sgt. Half-Mast, an ordnance NCO who recently was selected for induction into the Ordnance Hall of Fame, and Sgt. 1st Class Blade, the aviation maintenance expert. Bonnie and Connie shared important maintenance tips on a variety of issues, and Cloe was a specialist with infinite knowledge of supply and uniforms. Even the vehicles and equipment were given eyes and voices that they used to prod soldiers into doing things right.

In the fictional character's message, Half-Mast writes, "On behalf of Connie, Bonnie, SFC Blade, Cloe and the other staff now retired, it's been our distinct honor to serve Warfighters across all services for going on 73 years. You never know; perhaps someday we'll be recalled to service. We'll stand ready just in case."

"For now, be safe, follow your [technical manuals] and always treat your vehicles and equipment as if your life depends on them. For surely, it will," Half-Mast writes.

# AUSAExtra

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## PERK OF THE WEEK



If you are planning a ski trip this year, be sure to use your AUSA member discounts. You can save up to 25% at Big Bear Mountain Resort, 30% at Snow Valley Mountain Resort, 30% at Mammoth Mountain, 30% at Stratton Mountain and 20% at Palisades Tahoe. Access these savings and thousands more at [www.ausa.org/entertain](http://www.ausa.org/entertain).



**Arctic doctrine***From Page 1*

We're consolidating all that knowledge in one place and providing a foundation for everyone to build on."

Unique aspects of the region that may affect soldiers' operations also will be incorporated into the doctrine. For example, solar storms in the Arctic can affect GPS capabilities, metals and plastics are more brittle and batteries do not last as long, according to the Mission Command Center of Excellence.

This winter, the doctrine will be put to the test during the 11th Airborne Division's Joint Pacific Multi-national Readiness Center rotation. The exercise, which will replicate large-scale combat conditions, will validate doctrine concepts and provide essential feedback to the Combined Arms Doctrine Directorate.

Maintaining Arctic dominance is essential to the Army's readiness.



Spc. Charles Conrad, of the 11th Airborne Division, maintains watch during an exercise at the Yukon Training Area, Alaska. (U.S. AIR FORCE/SENIOR AIRMAN PATRICK SULLIVAN)

"The U.S. Army has to be ready to fight and win in extreme cold and mountainous environments in order to deter conflict, and the 11th Airborne Division is the foundation of

that capability," said Maj. Gen. Brian Eifler, the division commander. "To build sustained Arctic readiness, we need to [be] ... sharing best practices and lessons learned."

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## New AUSA book highlights ‘best tactical mind’ of WWII

I'd like to start this month's column with a brief quiz for readers.

Gen. George Patton—a man not known for sharing the spotlight—once said he had one colleague who was “possessed of the soundest judgment and best tactical mind of any officer I know.” That officer, who started the war years as Patton's chief of staff and went on to command the U.S. Army's II Corps, was also “the only officer that I [Patton] have ever rated ‘Superior’ in all categories.”

### Book Program

Who was that officer with the superior tactical mind?

The answer: Lt. Gen. Geoffrey Keyes.

Despite Patton's admiration, Keyes is relatively unknown today. Fortunately, retired Maj. Gen. James Holsinger Jr. brings him well-deserved attention with the publication of a new title in the Association of the U.S. Army's Book Program, *Patton's Tactician: The War Diary of Lieutenant General Geoffrey Keyes*.

This text—edited to include historical background and correspondence between Keyes, Patton and Gen. Dwight Eisenhower—showcases Keyes' contributions throughout World War II, from preparations for the invasion of North Africa to the early days of the Cold War in Germany and Austria.

The Book Program recently sat down with Holsinger to talk about *Patton's Tactician*.

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**AUSA:** What inspired you to tackle this project?

**Holsinger:** Since no biography of Keyes or history of II Corps in World War II has been written, the publication of Keyes' diary fills a void in the historiography of World War II.

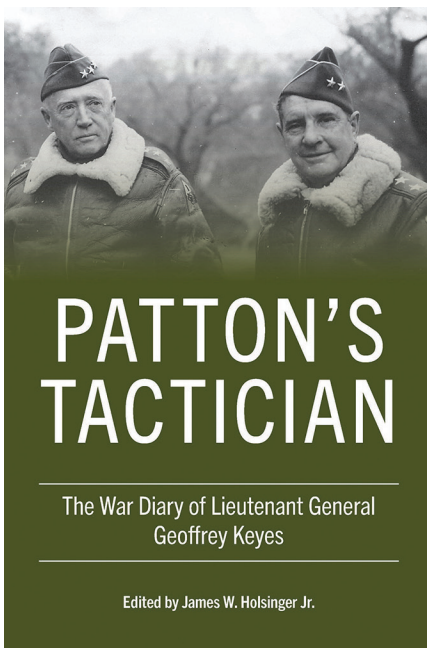
On a personal note, my father, Brig. Gen. James Holsinger, served as a senior II Corps and Seventh Army staff officer under Gen. Keyes during World War II and the occupation



Then-Maj. Gen. Geoffrey Keyes, commander of the U.S. Army's II Corps, watches a parade of the French 3rd Algerian Infantry Division on April 22, 1944, in Pompei, Italy. (U.S. WAR DEPARTMENT PHOTO)

of Germany. He considered Keyes to be an outstanding commander and role model. He would be delighted to see the accomplishments of his friend and mentor recognized by the publication of the diary.

**AUSA:** Patton was effusive in his praise for Keyes. How did he make such a strong impression?



**Holsinger:** Keyes was an outstanding officer, who served as a deputy to Patton at the division and corps level. By doing so, he was able to demonstrate his superb tactical ability thus earning high praise from Patton, who strongly supported Keyes' assignment as commander of II Corps and Seventh Army.

**AUSA:** What was Eisenhower's opinion of Keyes?

**Holsinger:** Eisenhower consistently demonstrated his strong support for Keyes, which is indicated by Keyes' assignment as Seventh Army commander in the occupation of Germany while Eisenhower served as military governor of occupied Germany, then as American high commissioner in occupied Austria while Eisenhower served as chief of staff of the U.S. Army.

**AUSA:** After taking command of II Corps, Keyes served under Lt. Gen. Mark Clark in Italy. How did he contrast Clark's style with Patton's?

**Holsinger:** Keyes clearly found Patton's style more decisive in nature than Clark's. Much of Keyes' unhappiness with Clark's headquarters is directed at the Fifth Army senior staff, which he found to be indecisive.

**AUSA:** What is one thing you'd like readers to take away from *Patton's Tactician*?

**Holsinger:** Readers of *Patton's Tactician* should recognize that Lt. Gen. Geoffrey Keyes was a remarkable senior American officer in World War II and the early Cold War period. His superb tactical ability was demonstrated by his capture of Rome on June 4, 1944, his breaking the German defenses at Bologna in 1945, and his support for a free and independent Austria in the first years of the Cold War.

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Please visit [www.ausa.org/books](http://www.ausa.org/books) to order a copy of *Patton's Tactician*.

**Joseph Craig** is AUSA's Book Program director.



## AUSA members sworn in as civilian aides to Army secretary

**T**hree members of the Association of the U.S. Army, including its Fifth Region president, were sworn in Tuesday as civilian aides to the secretary of the Army.

Retired Command Sgt. Maj. Rick Morris, president of AUSA's Fifth Region, retired Col. Angela Showell and Joseph Driskill were appointed in a ceremony at the Pentagon by Army Secretary Christine Wormuth.

"I am truly honored to be appointed to serve as a CASA for Missouri and will work hard to connect our communities to our Army," Morris said in an Army news release.

CASAs promote good relations between the Army and the public, advise the secretary about regional issues, support the total Army work-



Pictured at the investiture ceremony for civilian aides to the secretary of the Army are, from left to right, Army Secretary Christine Wormuth, Joseph Driskill, retired Col. Angela Showell and retired Command Sgt. Maj. Rick Morris. (U.S. ARMY PHOTO)

force and assist with recruiting and helping soldiers as they transition out of the military.

"It's an honor to welcome such accomplished individuals to the CASA

team," Wormuth said. "We need CASAs to help us stay connected to our local communities, share the Army story and ensure that we can meet today's challenges."

## Eagle Chapters

**The following chapters attained Eagle status for December by showing positive membership growth. The number of consecutive months of growth since July 1 is shown in parentheses.**

Allegheny-Blue Ridge (6)	Newton D. Baker (6)	Mid-Palatinat (5)
Arizona Territorial (6)	North Texas-Audie Murphy (6)	Potomac-Liberty (5)
Benelux (6)	PFC William Kenzo Nakamura (6)	Puerto Rico (5)
CPL Bill McMillan-Bluegrass (6)	Picatinny Arsenal-Middle Forge (6)	Redstone Huntsville (5)
Delaware (6)	San Diego (6)	Rhode Island (5)
Florida Gulf Stream (6)	Suncoast (6)	Space Coast (5)
Fort Sheridan-Chicago (6)	Texas Capital Area (6)	St. Louis Gateway (5)
GEN Creighton W. Abrams (6)	Thunderbird (6)	Utah (5)
George Washington (6)	Tobyhanna Army Depot (6)	First In Battle (4)
Greater Atlanta (6)	Virginia Colonial (6)	Fort Novosel-Wiregrass (4)
Greater New York-Statue of Liberty (6)	Central Virginia (5)	GA Omar N. Bradley (4)
Greater Philadelphia (Penn & Franklin) (6)	Chattahoochee Valley-Fort Moore (5)	GEN Joseph W. Stilwell (4)
Magnolia (6)	CSM James M. McDonald-Keystone (5)	GEN William C. Westmoreland (4)
Major Samuel Woodfill (6)	Fort Campbell (5)	New Orleans (4)
Massachusetts Bay (6)	Greater Los Angeles (5)	Stuttgart (4)
MG William F. Dean (6)	Henry Leavenworth (5)	Sunshine (4)
Milwaukee (6)	Indiana (5)	Central Texas (3)
National Training Center-High Desert (6)	Isthmian (5)	
	Marne (5)	





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