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Have you heard? The DoW rolled out its new generative AI website: GenAI.mil! It's available for free for Service members, civilians, and contractors. It can help you better manage complex daily tasks, conduct research, and keep your data organized. More apps are coming to GenAI.mil in the coming months. Try it now with your CAC: <https://genai.mil>



Happy Holidays From DAMO-SS!

Greetings from HQDA! We're excited to share our 2nd edition of Keepin' It Green (KiG), an initiative to help informally bridge priority Pentagon efforts and efforts by HQDA G-35's three internal proponents (FA48, FA52, and FA59) with our colleagues across the globe. Our goal remains to increase two-way communication and continue the CSA's charge to strengthen the profession.

So much has happened since KiG 1st edition (1 Sep). We missed many teammates for the 43 days of furlough, yet significant events and fast-moving change continued across the Army, DoW, and USG. In addition to the Army supporting national efforts on Ukraine and Gaza, the 2025 National Security Strategy came out last Fri. We supported ASLs at the AUSA annual meeting, with continuous transformation - and NextGen C2 - remaining a core focus. Working across the Army, we received clear ASL guidance on our forward-positioned equipment and munitions (TAP2E) that we'll soon codify in a strategy. We also supported the VCSA in Sydney for the annual ABCANZ meeting (FVEY armies + USMC; on warfighting standards), and had a great visit with USARPAC and INDO-PACOM in Hawaii. Many other policy initiatives impacting warfare continue; this edition highlights DAMO-SSD's efforts on potential land mines changes and contributions our Women, Peace, & Security teammates are making globally.

As 2025 winds to a close, please make time to rest and reset with family and friends. Together, we've accomplished much this year. And yet, national guidance, the OE, tech, and warfare will continue to change. Your own efforts and ability to achieve progress alongside teammates will only become more important to our Soldiers, their families, our country, and our allies and partners going forward. Please continue to share feedback on KiG and how we can help from the Pentagon.

This we'll defend!

Keepin' it Green

Stephanie R. Ahern
Major General, U.S. Army Director,
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G-35





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2025 National Security Strategy: Military Implications



Context: The strategy is a roadmap of goals to put America First by prioritizing economic and diplomatic means, with military power supporting and underwriting them.

Core, Vital National Interests

The strategy focuses on **five core, vital national interests**.

- Ensure a stable and well-governed Western Hemisphere to prevent mass migration; cooperate against narco- terrorists, cartels, and transnational criminal organizations; and protect supply chains and strategic locations
- Keep a strong American economy with access to free and open Indo-Pacific, preserve freedom of navigation, and maintain access to critical minerals
- Support a free, secure, and self-confident Europe
- Prevent adversaries from dominating the Middle East, while avoiding forever wars
- Ensure a leading role for US technology and standards

Means: Diplomacy, intelligence, military, economic, *geography*, *soft power*, and *patriotism*

National Security Strategy of the United States of America

November 2025



Principles

- Focused national interests
- Peace through strength
- Predisposition to non-interventionism
- Flexible realism
- Primacy of nations
- Sovereignty and respect
- Balance of power
- Pro-American worker
- Fairness
- Competence and merit

Priorities

Ending Mass Migration: Primarily border security
Protection of Core Rights and Liberties
Burden-Sharing and Burden-Shifting
Realignment Through Peace: Presidential diplomacy
Economic Security: includes revive the DIB

The 2025 NSS focuses on clear, narrow priorities to protect the core, vital national interests in the face of growing challenges

The Regions

Western Hemisphere: *Restore American preeminence in the Hemisphere* and protect our homeland and access to key geographies. *This is a fundamental shift in priorities for policy, people, and resources.*

Reconsider military presence by four things: 1) Readjust global military presence to threats in Hemisphere; 2) Coast Guard and Navy presence to control sea lanes; 3) Targeted deployments to secure border and defeat cartels; 4) Access in strategically important locations; *assumed reference to the Panama Canal.*

Asia: The US will rebalance its economic relationship with China. The military provides support to the interagency to maintain a balance of power. The military will prioritize improving bi-lateral relations with India for Indo-Pacific security and with the Quad. The US will deter aggression against Taiwan and the First Island Chain by maintaining military overmatch. These goals require:

- investment in military capabilities (especially naval)
- cooperation with other nations
- harden and strengthen military presence in the Western Pacific.

Although it implicitly refers to China as a challenge, it does not name China as the “most consequential geopolitical challenge” as the previous NSS. DPRK is not mentioned.

Europe: Negotiate an end of Ukraine conflict to:

- Prevent horizontal/vertical escalation
- Enable Ukraine reconstruction post-hostilities
- Reestablish strategic stability with Russia
- *Russia not listed as a challenge*

European policy will prioritize:

- Stability in Europe and with Russia
- End NATO perpetual expansion
- Enable Europe to take primary responsibility for own defense

Middle East: *Shift regional security to partners* while maintaining access to energy supplies, keeping the Strait of Hormuz and the Red Sea open, preventing the export of terrorism, and supporting Israel. Highlights Iran's decreased regional influence; *Iran not named a challenge.*

Africa: Prioritizes awareness of Islamist terrorist activity, while avoiding long-term commitments.

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BE ALL YOU CAN BE

AUSA 2025 Highlights: Army Transformation in Action – Progress, Partnerships, and Priorities



This year's Association of the U.S. Army's (AUSA) Annual Meeting and Exposition, held from October 13-15, held special significance. Not only did it coincide with the U.S. Army's 250th birthday, but it also drew over 30,000 attendees and more than 700 exhibitors. There's a reason U.S. Army staff affectionately refers to AUSA as the Army's "Super Bowl:" it brings together key players from across the force for a high-stakes, high-visibility event with industry leaders, international partners, and senior military officials. This year's meeting showcased the accelerating pace of change driven by the Army Transformation Initiative (ATI), reflecting the Army's commitment to staying ahead in an increasingly complex world. U.S. Army

Secretary Daniel Driscoll, personally led the charge with an address emphasizing the current inflection point the Army occupies and the need for fundamental change to address modernization shortfalls across DOTMLPF-P. Secretary Driscoll's speech called for fundamental reforms to address longstanding predatory defense contracting practices, which have placed profit and bureaucratic layers above the combat readiness of the Army's soldiers and systems for decades. He decried the erosion in public trust resulting from failed modernization investments such as the Comanche helicopter, the Crusader, and the recent M10 Booker tank, while also emphasizing the need for civilian leadership to stop letting down service members by allowing such failures to persist. Secretary Driscoll also highlighted current efforts to significantly reduce maintenance costs and timelines by pairing policy updates with emerging technological innovations at the unit level – specifically identifying how 3D printing will enable units to drastically cut costs and time required to make essential equipment repairs.

Across AUSA, other leaders and defense vendors highlighted progress in areas like Next-Generation Command-and-Control (NGC2), unmanned systems, multi-domain effects, soldier quality of life, and much more. Additionally, AUSA was an opportunity to unveil the new Transformation and Training Command (T2COM), which streamlines and synchronizes force design, force development, and force generation under one four-star headquarters. All of this demonstrates tangible movement and momentum as ATI continues to develop and take effect.

In addition to AUSA's crucial platform for showcasing Army technological advancements and strategic initiatives, it also provides an unparalleled opportunity for Army Senior Leaders' international engagements – reinforcing the importance of collaboration and interoperability with allies and partners. Whether scheduled or impromptu, a small team of Army FAOs and Strategists within DAMO-SS directly supported these bilateral and multi-lateral interactions. This year, there were dozens of engagements between Army Senior Leaders and international partners, including defense ministers, Chiefs of Defense, Army Chiefs, and other senior military officials. The U.S. Army War College also hosted an International Hall of Fame Induction Ceremony at AUSA where numerous Army general officers were able to mingle with international military officials and guests.



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Women, Peace, & Security (WPS) Program



USINDOPACOM Regional Military WPS Advisor Course 2025...Faculty, Staff & Students representing 17 Nations

The Army's Women, Peace, & Security (WPS) Program exists to enhance military readiness, operational effectiveness, and interoperability while reducing risk to U.S. forces and local populations, aligned to the Public Law 115-68 (WPS Act 2017). The Army's WPS network includes trained personnel that integrate sociocultural considerations into military planning, training, and education enhancing the professionalism of the force. In fact, the Army has the largest number of trained WPS experts throughout tactical, operational, and strategic levels of the DoW. In FY25, the Army's WPS Team, in partnership with Joint Staff J5, delivered 18 WPS trainings at the basic and advanced levels with a focus on enhancing operational applications of a sociocultural framework. More recently, the HQDA WPS Team supported the Indo-Pacific Regional Military WPS Advisor Course, providing instruction to participants from 17 partner nations. Additionally, the HQDA WPS Advisor participated in the Indo-Pacific Defense WPS Steering Committee, which included Australia, Canada, Philippines.

Following new guidance from the Secretary of War, the Army's WPS Program will focus FY26 activities on the minimum statutory requirements, as stated by the WPS Act. The primary focus will be training military personnel on WPS concepts for an advanced understanding of the complex OE, improving warfighter decision-making capability by reducing unconscious bias, and further empowering our international partners. Army WPS practitioners supported mil-mil and civ-mil training globally through multinational exercises like TALISMAN SABRE (since 2015 through 2025); CENTAM GUARDIAN (2025); and KHAAN QUEST (2025). These events improve Army and international partner interoperability and empower our partners to take the lead on WPS initiatives.

Earlier this year, at the request of USANCA, the WPS Team supported development of the Army Biological Defense Strategy including the differential impacts of pandemics, natural disasters, and other biological threats on the U.S. population using a WPS lens. Similarly, the HQDA WPS Team is assisting ARNORTH and USNORTHCOM in planning for the World Cup 2026 sporting events in the U.S., Mexico, and Canada by conducting detailed sociocultural analyses of the event venues across 11 cities.

The HQDA WPS team has also supported the partnership between USSOUTHCOM and the Florida International University, paying great dividends during the government shutdown. The University trained more than 65 Peruvian officers (Escuela Superior de Guerra del Ejército from Lima, Peru)—even while government civilians were furloughed—increasing our partners' capability to increase peace and security in their regions.

Please let us know if you would like more detail on our training and education events, as we finalize our FY26 WPS training schedule.

U.S. Anti-Personnel Landmine (APL)

Since 1997, U.S. Anti-Personnel Landmine (APL) policy has vacillated between a partial ban with the intent to end APL use and authorizing broader APL use without geographic restrictions on the other end. The repeated shift is reflected in the tension between viewing APL as a national-level policy or commander-level tactical decision. U.S. APL policy is once again under review, with important implications for the U.S. Army and our warfighting approaches.

U.S. APL policy governs development, production, use and stockpile management of non-persistent APL and mixed APL/Anti-Vehicle Landmines (AVL). Persistent-mines were gradually phased out by the end of 2010. The remaining U.S. landmine inventory includes only scatterable, self-destructing (SD) mines such as ground- and rotary-wing air-delivered Volcano, 155mm-delivered Remote Anti-Armor Mine and Area Denial Artillery Munitions, and fixed-wing air-delivered Gator, all nearing end of life in the 2030s.

U.S. APL policies and regulations are fully compliant with U.S. obligations as a signatory to the Convention on Certain Conventional Weapons (Amendment to Protocol II) (CCW AMAP). CCW AMAP restricts the use of landmines and similar devices, requiring SD/Self-Deactivate (SDA) function on remotely-delivered landmines. Another treaty in the landmine policy landscape is the Ottawa Convention, a widely adopted multilateral APL ban prohibiting all APL use, stockpiling, transfer and acquisition, and requiring APL stockpile destruction; the U.S. is not a Party to the Ottawa Convention.

A central policy challenge lies in establishing a durable APL policy, balancing the need to provide Combatant Commanders the counter-mobility tools necessary to fulfill their operational requirements and the requirement to minimize civilian harm. This is complicated by emerging security issues such as the widespread use of IED, alongside APL, which pose similar risks but fall outside traditional Treaty frameworks, and the rise of drone technology that may be used as an alternative to mines as a counter-mobility system. DAMO-SSD - our Army's lead for Treaty Compliance - continues to work with DoW and U.S. government counterparts to develop an enduring APL policy that supports U.S. operational needs, minimizes civilian harm, and allows planners and producers to develop long-term strategies, technologies, and systems with greater confidence that the systems will be available for production and use in the future.



Volcano family of scatterable mines (FASCAM) being delivered from a HEMTT

U.S. APL Policy Background

U.S. APL policy has shifted between Presidential and DoD-level directives since its 1997 inception. Between 1997 and 2018, policy changes reflected technological advancements including phasing out persistent mines and policy requirements for SD/SDA. The 2020 DoD APL policy, revoking the prior Presidential-level directive, permitted APL use in any geographic location, delegated employment authority to Combatant Commanders, and halted stockpile destruction. Subsequently the 2023 National Security Memorandum-17 revoked the 2020 APL policy and re-established many 2018 Presidential Policy Directive-37 restrictions, such as a ban on APL and mixed APL/AVL use outside of Korea, APL production/transfer ban, required demilitarization of APL stockpiles not needed for the defense of Korea by 2029, and reverted operational authority for APL use from SECDEF to the President. In 2025, the APL policy review revoked the 2023 policy. APL interim guidance reinstating the 2020 policy on a temporary basis will be issued and in place until such time as final APL policy is established. The formal APL policy review will begin with the issuance of interim guidance.



Next Generation Command and Control (NGC2)

Soldiers from the 18th FAB, 82nd Airborne Division, 18th Airborne Corps participated in usability testing of the Artillery Execution Suite, the Army's next generation fires capability. Soldier feedback helps inform specific design changes to enhance the system's usability. (U.S. Army photo by Maj. Johnathan Hardin, DEVCOM Armaments Center)



On October 13th at the AUSA conference, Secretary Dan Driscoll emphasized the Army's urgent need to break free of decades-old acquisition and modernization approaches to achieve the agility and lethality that current and future battlefields will demand. Few ongoing efforts better demonstrate this vision than Next Generation Command and Control (NGC2).

NGC2 aims to leverage competition across the private defense industry to accelerate development of a new and integrated information framework which will allow tactical commanders up through the Corps level to make better and faster decisions – and to field it at a much faster pace than the Federal Acquisition Regulation (FAR) ordinarily allows. To achieve this the Army is employing Other Transactional Authority (OTA), established when the U.S. entered the space race in 1957. OTA historically enabled rapid modernization initiatives and technological advancements across

federal agencies. In the current case, the major contractors facilitating NGC2 are Anduril (paired with the 4th ID), and most recently Lockheed Martin (paired with 25th ID). These and other leading defense industry partners compete for these awards to create and expand the technological ecosystem tactical units need to modernize and gain the advantage in future battlefields.

The 4th ID's Ivy Sting series of exercises featured prominently at AUSA in October. In these exercises, Anduril, who was awarded an OTA agreement only in July 2025 to deliver a prototype NGC2 architecture, and other industry partners worked directly with 4th ID soldiers and tactical commanders to rapidly develop apps, software, and intuitive user interfaces to reduce kill chains by enhancing automation of firing tables as much as possible. Their efforts were accelerated by the integration of the Artillery Execution Suite (AES), which are well documented across the media. This represents a drastic departure from the familiar but inefficient FATDS system – all achieved in under six months as opposed to the years the Army has grown to expect of standard acquisition processes.

Mr. Kyle Minor
Strategy Division (DAMO-SSP)

Soldiers from 4th ID assemble the satellite system for the LDT, ensuring cutting-edge connectivity and mission command capabilities for the NGC2 architecture



TAP2E: Revolutionizing Army Power Projection for the Future



Cape Starr transitting the Panama Canal loaded with TAP2E for the Indo - Pacific

For decades, the Army has relied on prepositioned stocks to support OPLANs, providing Combatant Commanders with equipment ready for rapid deployment during crises. The Total Army Power Projection Equipment (TAP2E) represents a transformative approach to how the Army manages and positions its prepositioned equipment and munitions globally. Recognizing the complexity of global threats, fiscal constraints, and shifts in strategic priorities, the Army identified the need for a comprehensive review. DAMO-SSW War Plans with HQDA G4, AMC, the ASCCs, OTSG, and OCAR are working together to overhaul the Army's TAP2E approach to ensure operational relevance, fiscal sustainability, and alignment with strategic priorities.

TAP2E encompasses all categories of prepositioned equipment, to include Army Prepositioned Stocks (APS) that are only used in crisis or conflicts, Enduring Equipment Sets (E2S) that units use for exercises and training, medical stocks, operational project stocks, and United States Army Reserve Forward Position Equipment (FPE). TAP2E includes strategic assessments to further optimize posture and structure, readiness modeling, equipment set visibility, facilities modernization, and governance processes.

The TAP2E team briefed the SecArmy and CSA mid-October, whose guidance informed an HQDA E ORD and will be codified soon in a strategy. The team is also working now with the Joint Staff and OSW to seek cross-DOW feedback on the global posture and composition changes, which the SecWar will ultimately direct. By reallocating resources to critical regions and fostering collaboration with ASCCs, TAP2E positions the Army to remain strategically aligned and prepared for future requirements. Their efforts enable the Army to respond effectively to dynamic global environments while ensuring fiscal sustainability and operational relevance.

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USMOG: A Brief Intro

The U.S. Military Observer Group (USMOG) has operated for over 32 years as one of the only Army operational commands within HQDA. The Command had an auspicious beginning in 1993, after the 1988 kidnapping by terrorists of LtCol Higgins (USMC) in Lebanon while he was serving in a UN Peacekeeping Mission. Regrettably, Lt Col Higgins was held hostage for many months and ultimately killed by hanging, which made international news. USMOG was founded to increase training, accountability, and oversight of U.S. service members serving within United Nations (UN) Peacekeeping operations globally. USMOG completes this role on behalf of the Secretary of War, with the Secretary of the Army serving as Executive Agent, for U.S. service members in UN Peacekeeping Missions and the Multinational Force and Observers (MFO) in the Sinai.

USMOG originally reported to HQDA G-3/5/7 DAMO-OD, but was re-aligned to DAMO-SS in 2022. The USMOG HQ is located in the Taylor Building in Crystal City, Arlington, VA, just south of the Pentagon. USMOG has a rare makeup on the Army Staff as it is jointly-manned, with personnel from the Army, Marine Corps, Navy, and Air Force. As a unit focused on training and supporting forward-deployed personnel, USMOG runs a full joint staff with J1 to J8 functions. USMOG has personnel in Crystal City, the UN HQ in New York City, and within UN Peacekeeping missions around the world (currently numerous locations in Africa and Israel). The USMOG personnel in VA and NY are assigned on PCS orders to USMOG. The U.S. Peacekeepers are Individual Augmentees in Secretary of War-directed 12-month billets in accordance with the Global Force Management Allocation Plan (for Army via the Worldwide Individual Augmentation System (WIAS)).

In closing, USMOG would also like to recognize its longstanding Deputy Commander, Mr. Don Lash, who will be retiring from Federal Civil Service in January 2026. USMOG owes a huge debt of gratitude to Mr. Lash, who has completed a total of over 42 years of Federal Service including 24 years in the Army and 18+ years as a Department of the Army Civilian. Mr. Lash has provided tremendous leadership and continuity with USMOG. The USMOG Team wishes him well – he truly will be missed.



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FA 48 Proponent Update

On 7 November, the Proponent conducted the second iteration of the Direct Commissioning Board. After a widely broadcasted MILPER message in late summer we received almost 130 applicants. The selection process was rigorous, reflecting the high standards. Five individuals met the requisite experience, expertise, and age requirements to enter the interview phase. The panel represented by senior FAOs across all areas of concentration selected three candidates to be directly commissioned. If the necessary waivers for time-in-service and age limits are approved, three candidates, all qualified with language and regional experience, will enter the Corps. The Direct Commissioning Program provides a new pathway to enter the Corps, alleviating pressure placed on VTIP selections. In addition, we continue to refine the process, clarifying our minimum requirements and enhancing our marketing efforts. Overall, as the second iteration of a pilot program, this was successful and will give proponent two years of sample data to refine the program in the future.

The FAO Corps recently conducted its inaugural certification panel, meticulously assessing the expertise and experience of each Foreign Area Officer. More than just an evaluation, the panel provides invaluable mentorship and shares firsthand recommendations to hone personal and professional skills before FAOs embark on their initial utilization tour. The FAO Council of Colonels with a FAO GO assessed the capabilities of newly qualified FAOs across all areas of concentration. Through probing questions focused on complex regional geopolitical dynamics and realistic, experience-based scenarios, panelists gauged FAO competence and critical thinking. Crucially, the panel also provided a platform for FAOs to offer an individual assessment of the FAO training pipeline, allowing them to compare their personal training experiences with the newly developed FAO individual critical task list, ensuring the program remains relevant and effective. Furthermore, the certification panel fosters increased mentorship and vital networking opportunities for majors prior to potential country team assignments, where they will represent the U.S. Army and cultivate relationships with global partners, often in environments with limited direct military support. Recognizing the paramount importance of the certification panel in upholding and elevating FAO quality, the FAO general officer steering committee has appointed a General Officer to oversee all future certification panels, ensuring continued rigor and alignment with evolving global security challenges.

The FAO General Officer Steering Committee underscored the critical importance of candid officer counseling, emphasizing honest, fair, and potentially tough conversations that directly address an officer's realistic potential

for advancement to the next grade. Recognizing that effective talent management hinges on honest self-assessment, these discussions are designed not only to evaluate performance but also to provide transparent feedback regarding strengths, weaknesses, and developmental areas crucial for future success. By fostering a culture of open communication about advancement potential, a leader aims to empower officers to make informed decisions about their career trajectories and contribute most effectively to the Army's mission, aligning individual aspirations with organizational needs within a robust talent management framework.



Brian Vega
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FA52 Update: Advancing Capabilities and Opportunities

From 17-21 November the U.S. Army Nuclear and Countering Weapons of Mass Destruction (CWMD) Agency (USANCA) convened a board of senior FA52 officers to consolidate the total task list for FA52 junior officers into a validated Individual Critical Task List (ICTL). The CTSSB's work clarifies and prioritizes knowledge and skills required for common FA52 positions, enabling USANCA to tailor professional development programs and better prepare incoming FA52 officers for success in their first assignment. Furthermore, the ICTL serves as a valuable communication tool enabling FA52 officers to describe their branch unique capabilities. Moving forward, USANCA will refine supplementary task information, codify the ICTL within the Central Army Registry (CAR), and begin to integrate knowledge requirements into the 2026 iteration of the FA52 Qualification Course. Many thanks to the officers who provided their time and expertise to support this process!



During this year's assignment cycle, the FA52 proponent team received an increased demand for FA52 officers to fill branch immaterial positions, outpacing the pool of available officers. Despite this challenge, the FA52 proponent branch filled 10 of these branch-immaterial positions; prioritizing requests from INDOPACOM and NORTHCOM along with their supporting component commands. This prioritization aligns with senior leader guidance and underscores the proponent's commitment to identifying positions that foster professional growth and opportunity for FA52 officers. More importantly, the increased demand by priority theaters for FA52 officers reflects a clear recognition of the immense value that our functional area provides to the operational commander.

The FY26 VTIP message will for the first time allow officers in their 3rd or 4th year of service to compete for functional areas. To address the potential risk posed by the relative inexperience of these applicants, the FA52 proponent branch has established rigorous standards for applicants with only three or four years of active army service. Successful candidates must possess both an exceptional military record and an academic background qualifying them for a three-year PhD program in Nuclear Engineering at the Air Force Institute of Technology. These stringent requirements ensure that FA52 continues to attract officers with outstanding potential and the highest qualifications without sacrificing technical expertise.

For more information on any of these topics please contact MAJ Zach Scott at Zachary.r.scott4.mil@army.mil or Mr. Bill Coffin at William.j.coffin.civ@army.mil

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FA 59 Officer Personnel Management System Review

At the direction of the Chief of Staff of the Army, HQDA G-1 is conducting an Officer Personnel Management System (OPMS) review, with particular emphasis on functional areas. In September, the HQDA G-1 tasked select proponents to provide analysis on potential force structure reductions at the 25, 50, and 75% levels, and determine which authorizations could be recoded to O1A positions. The G1 briefed recommendations this week at the HQDA Four-Star Forum with no final decisions yet shared.

The FA59 Proponent Office began by conducting a line-by-line analysis of all FA59 authorizations, grouped into position categories, and asked a group of eight senior FA59s to conduct further analysis. Those senior 59s organized and led planning teams of officers with expertise and experience in the affected positions. The Proponent Office consolidated the planning teams' findings and analysis, and with those eight FA59s presented a series of recommendations to the FA59 Board of Directors (BOD) for further guidance and decision.

- Adhere to national priorities (as articulated by published strategic documents and senior civilian and military leaders)
- Provide support to the Army (ensure maximum benefit to the Army, including access, influence, information, and advocacy for Army capabilities)
- Focus on core FA59 functions (strategic planning within operational and institutional organizations)
- Maintain “seed corn” in organizations (focusing on units with larger plans portfolios; mentorship of junior FA59s)
- Maintain grade cap distribution (while OPTs and units naturally expressed their preference for more senior-grade officers, all options kept a relatively consistent distribution of rank to ensure a healthy functional area going forward)

Throughout this process, MG Ahern has held several “all hands” meetings with the FA59 community and provided the following advice:

- Remain intellectually hungry, intellectually humble, and be a good teammate
- Bloom where you're planted, helping your boss solve tough challenges and identify additional challenges and opportunities
- Diversify your background, assignments, and duty locations
- Focus on core FA59 jobs and core FA59 skills
- Remain flexible

As the OPMS review continues, at least two additional HQDA G-1-initiated efforts are pending that may dovetail with the OPMS review. The FA59 Proponent Office is actively engaged in these working groups and will keep the FA59 community informed about the results of these reviews.

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Submissions and ideas:

Submit your article as an MS Word Document. Submit any photos, images, or charts in the highest resolution possible. Please include caption, specific units, soldiers, action etc.

Send your documents and files to Managing Editor/Graphic Designer above.

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