



An interesting theme runs through many of the articles in this issue. Although we didn't intend it, and the article come from all points of the compass, several stories make the same point: that despite an unfriendly, resource-constrained environment, the heavy force is struggling to find ways to keep itself trained. The struggle is not an Active Component struggle, or a Reserve Component struggle. It is a struggle, branch-wide, to innovate despite dwindling training resources.

Many units face what Jody Harmon symbolized in his cover for this issue — as they attempt to drive on and accomplish the mission, the dollars just are not there anymore.

Complicating the issue is the increased number of missions, many of them decidedly not traditional tanker and cavalry battlefield fare. I won't get into an argument with veterans who remember other busy times in our Army's history. Maybe we are busier than ever; maybe we are not. But everyone should hear a recent personnel statistic that was briefed around here: the only MOSs more frequently deployed than the 19 Series are those in the Special Forces. I submit that is a busy heavy force by any era's standards.

So you are not about to read a whole bunch of reports full of belly-aching and teeth-gnashing over the lack of OPTEMPO, the effects of the current PERSTEMPO, or the dissatisfaction with ammo allocations. You will read a bunch of good news stories.

Propaganda? I hardly think so. You will read how a number of units, all of them peopled by good and patriotic citizens of the Republic, have worked through their own personal frustrations and figured out the best way to get the most from their share of the pie. I take heart in that.

When you hear how the CAARNG figured out how to create a training site from some underutilized resources, and how common sense some of the initiatives were, you will realize that we can maintain some measure of

capability to perform our Mission Essential Task Lists despite the stresses we are experiencing. Of course we all know that it is far more preferable to spend time in the dirt moving vehicles, getting POL stains on our uniforms, and sticking our ear plugs in than spending the same amount of time plugging in mice and getting another box of paper for the printer at the Simulation Center. But it's just a fact that opportunities to run things over, tear things up, and launch bullets downrange are fewer than they were a few years ago. The challenge then is how do we do them better and smarter when afforded the chance?

You may very well get some ideas on how to do that in this issue. You might find this issue the springboard for your own initial or further thinking. You might be madened by this magazine. Whatever your reaction, act on it, so we can get better at what we do despite some of the current obstacles thrown in front of us.

A couple of administrative notes. We now have a file titled "*Writing for ARMOR*" that gives you specifics on how to submit an article to the magazine. You can E-mail us for an electronic version of the guidelines, or use regular mail for a hard copy.

This issue is our second created using Microsoft Word for the layout rather than the desktop publishing software we used for well over ten years. This change was transparent to the readership, but it wasn't without some very real growing pains for us. We felt, however, that the change would better serve those readers who wish to obtain electronic versions of specific articles. Before, that was nearly impossible; now it is a breeze, so ask away if you need.

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Definition of Irony: The part of the Army that paid the biggest bills during the downsizing, the heavy force, is now the part of the conventional Army called upon to perform its mission most often.

By Order of the Secretary of the Army:

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