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4-8 4-28: “comes from a civilization...” and “Artist John Wolfe...”: S. L. A. Marshall, 78.

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Chapter 7—Strategic Leadership

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The glossary lists acronyms and abbreviations used in this manual. AR 310-25, JP 1-02, and FM 101-5-1 define most standard Army and joint terms. AR 310-50 lists authorized abbreviations and brevity codes.

1LT  first lieutenant
2LT  second lieutenant
.50 cal  machine gun, caliber 50
5 USC  Title 5, United States Code
10 USC  Title 10, United States Code
AAR  after-action review
ACS  Army Community Service
ADM  admiral
AO  area of operations
APFT  Army Physical Fitness Test
BOSS  Better Opportunities for Single Soldiers
CCIR  commander’s critical information requirements
CINC  commander in chief of a combatant command
CMTC  Combat Maneuver Training Center
COL  colonel
comp.  compiler
CPL  corporal
CPT  captain
CSM  command sergeant major
CTC  combat training center
CW2  chief warrant officer, W-2
DA  Department of the Army
DA civilian  a civilian employee of the Department of the Army
DA Pam  Department of the Army Pamphlet
DCPDS  Defense Civilian Personnel Data System (the automated personnel system used to manage DA and DOD civilians)
D-Day  6 June 1944, the date of the Allied invasion of Normandy, France, during World War II
D-day  the execution date of any military operation
DOD  Department of Defense
DOTLMS  doctrine, training, leader development, organization, materiel, and soldiers
DPP  deferred payment plan
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>ECAS</td>
<td>ethical climate assessment survey</td>
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<tr>
<td>ed.</td>
<td>editor, edition</td>
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<tr>
<td>EFMB</td>
<td>Expert Field Medical Badge</td>
</tr>
<tr>
<td>EO</td>
<td>equal opportunity</td>
</tr>
<tr>
<td>ETO</td>
<td>European Theater of Operations (used during World War II)</td>
</tr>
<tr>
<td>EUCOM</td>
<td>United States European Command</td>
</tr>
<tr>
<td>FM</td>
<td>field manual</td>
</tr>
<tr>
<td>GA</td>
<td>General of the Army</td>
</tr>
<tr>
<td>GEN</td>
<td>general</td>
</tr>
<tr>
<td>GI</td>
<td>general issue (refers to equipment; sometimes used during World War II to refer to soldiers)</td>
</tr>
<tr>
<td>GTA</td>
<td>graphic training aid</td>
</tr>
<tr>
<td>HQ</td>
<td>headquarters</td>
</tr>
<tr>
<td>HQDA</td>
<td>Headquarters, Department of the Army</td>
</tr>
<tr>
<td>Humvee</td>
<td>phonetic spelling of the acronym HMMWV, high-mobility, multipurpose wheeled vehicle</td>
</tr>
<tr>
<td>IFOR</td>
<td>the NATO Implementation Force sent to Bosnia to implement the 1995 Dayton peace accords</td>
</tr>
<tr>
<td>IPR</td>
<td>in-process review</td>
</tr>
<tr>
<td>JOPES</td>
<td>Joint Operation Planning and Execution System</td>
</tr>
<tr>
<td>JP</td>
<td>Joint Publication</td>
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<tr>
<td>JSPS</td>
<td>Joint Strategic Planning System</td>
</tr>
<tr>
<td>JTF</td>
<td>joint task force</td>
</tr>
<tr>
<td>LDRSHIP</td>
<td>an aid for remembering Army values (loyalty, duty, respect, selfless service, honor, integrity, personal courage)</td>
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<tr>
<td>LTC</td>
<td>lieutenant colonel</td>
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<tr>
<td>LTG</td>
<td>lieutenant general</td>
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<tr>
<td>MAJ</td>
<td>major</td>
</tr>
<tr>
<td>MDMP</td>
<td>military decision-making process</td>
</tr>
<tr>
<td>METL</td>
<td>mission essential task list</td>
</tr>
<tr>
<td>METT-TC</td>
<td>mission, enemy, terrain and weather, troops, time available, civil considerations (in tactics, the major factors considered during mission analysis)</td>
</tr>
<tr>
<td>MOS</td>
<td>military occupational specialty</td>
</tr>
<tr>
<td>MOUT</td>
<td>military operations on urbanized terrain</td>
</tr>
<tr>
<td>NATO</td>
<td>North Atlantic Treaty Organization</td>
</tr>
<tr>
<td>NCO</td>
<td>noncommissioned officer</td>
</tr>
<tr>
<td>NCODP</td>
<td>noncommissioned officer development program (used to designate either a unit program or training conducted as part of that program)</td>
</tr>
<tr>
<td>NCOER</td>
<td>noncommissioned officer evaluation report</td>
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<tr>
<td>Abbreviation</td>
<td>Description</td>
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<tr>
<td>NCOERS</td>
<td>Noncommissioned Officer Evaluation Reporting System</td>
</tr>
<tr>
<td>OCOKA</td>
<td>observation, concealment, obstacles, key terrain, and avenues of approach (in tactics, the military aspects of terrain considered during a mission analysis)</td>
</tr>
<tr>
<td>OER</td>
<td>officer evaluation report</td>
</tr>
<tr>
<td>OERS</td>
<td>Officer Evaluation Reporting System</td>
</tr>
<tr>
<td>OPTEMPO</td>
<td>operational tempo</td>
</tr>
<tr>
<td>PMCS</td>
<td>preventive maintenance checks and services</td>
</tr>
<tr>
<td>PPBS</td>
<td>Planning, Programming and Budgeting System</td>
</tr>
<tr>
<td>PT</td>
<td>physical training</td>
</tr>
<tr>
<td>PVT</td>
<td>private</td>
</tr>
<tr>
<td>PW</td>
<td>prisoner of war</td>
</tr>
<tr>
<td>PX</td>
<td>post exchange</td>
</tr>
<tr>
<td>QM</td>
<td>quartermaster</td>
</tr>
<tr>
<td>R&amp;R</td>
<td>rest and recuperation</td>
</tr>
<tr>
<td>ROE</td>
<td>rules of engagement</td>
</tr>
<tr>
<td>RPG</td>
<td>rocket propelled grenade (a man-portable, single-shot, antitank rocket)</td>
</tr>
<tr>
<td>SFC</td>
<td>sergeant first class</td>
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<tr>
<td>SGT</td>
<td>sergeant</td>
</tr>
<tr>
<td>SHAEF</td>
<td>Supreme Headquarters, Allied Expeditionary Force (the highest Allied headquarters in the ETO during World War II)</td>
</tr>
<tr>
<td>SIDPERS</td>
<td>Standard Installation/Division Personnel System</td>
</tr>
<tr>
<td>SJA</td>
<td>staff judge advocate</td>
</tr>
<tr>
<td>SOP</td>
<td>standing operating procedures</td>
</tr>
<tr>
<td>SSG</td>
<td>staff sergeant</td>
</tr>
<tr>
<td>TAPES</td>
<td>Total Army Performance Evaluation System (the system used to evaluate DA civilians' performance)</td>
</tr>
<tr>
<td>TLP</td>
<td>troop leading procedures</td>
</tr>
<tr>
<td>TOC</td>
<td>tactical operations center</td>
</tr>
<tr>
<td>TOW</td>
<td>tube-launched, optically-tracked, wire-guided (refers to the Army's heavy, antitank missile system)</td>
</tr>
<tr>
<td>UCMJ</td>
<td>Uniform Code of Military Justice</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>US</td>
<td>United States</td>
</tr>
<tr>
<td>USAREUR</td>
<td>United States Army, Europe</td>
</tr>
<tr>
<td>USC</td>
<td>United States Code</td>
</tr>
<tr>
<td>USR</td>
<td>unit status report (also called the “2715 report”; a report of unit personnel, equipment, training and overall readiness submitted monthly by active component units and quarterly by reserve component units)</td>
</tr>
<tr>
<td>vols.</td>
<td>volumes</td>
</tr>
</tbody>
</table>
\textbf{WAAC} \hspace{1em} \text{Women's Army Auxiliary Corps}
\textbf{WO1} \hspace{1em} \text{warrant officer}
\textbf{XO} \hspace{1em} \text{Executive Officer}
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The Army uses the world wide web to disseminate information. All major commands and schools maintain web pages. Since uniform resource locators (URLs) change from time to time, this bibliography does not list any. If you do not know the URL for an organization’s web page, you can usually find it by accessing the page for the major command or installation the organization belongs to and looking for a link to the organization’s page. The Center for Army Leadership maintains a page under the US Army Command and General Staff College at Fort Leavenworth, KS. The US Army Training and Doctrine Command home page contains a link to Fort Leavenworth’s home page. The library or learning center at your installation will provide you with free Internet access for official business. In addition, DA Pam 25-30 (available on CD-ROM) lists all Army publications and blank forms. Use it to find Army publications related to specific topics. The US Army Publishing Agency (USAPA) home page has a link to an online extract of DA Pam 25-30 which can link you to full-text copies of selected publications.

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**SUGGESTED READINGS FOR DIRECT LEADERS**


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