

letter of lateness army

letter of lateness army is a critical document for any service member facing a disciplinary issue. Understanding its purpose, content, and implications is paramount. This comprehensive guide delves deep into the nuances of this official communication, exploring why it's issued, what it entails, and the potential consequences of lateness in the military context. We will cover the formal procedures, common reasons for lateness, and strategies for addressing such a letter effectively. This article aims to equip soldiers, their families, and anyone interested in military regulations with the knowledge they need to navigate this important aspect of service life.

Understanding the Letter of Lateness in the Army

The Letter of Lateness in the Army, often formally referred to as a counseling statement or a memorandum of counseling regarding tardiness, serves as an official record of a soldier's failure to report for duty or an assigned task at the designated time. It is a formal disciplinary tool used by supervisors to document instances of lateness and to initiate a process of correction and accountability. Unlike informal verbal warnings, a Letter of Lateness becomes part of a soldier's permanent record and can have significant implications for their career progression, performance evaluations, and even future assignments. The issuance of such a letter signifies that the issue of tardiness is being taken seriously and requires a structured approach to resolution.

Purpose and Significance of a Letter of Lateness

The primary purpose of a Letter of Lateness is to formally document a breach of military discipline. In the armed forces, punctuality is not merely a matter of courtesy but a fundamental requirement for operational effectiveness and unit cohesion. When a soldier is late, it can disrupt schedules, compromise readiness, and place an undue burden on their fellow service members. The letter serves as a clear indication to the soldier that their conduct is unacceptable and that corrective action is necessary. It also establishes a paper trail for supervisors, providing a basis for further disciplinary action if the behavior persists. The significance of this document lies in its official nature; it transitions a minor infraction into a documented event that can influence performance reviews and promotion boards.

Formal Process of Issuing a Letter of Lateness

The process of issuing a Letter of Lateness typically involves several steps to ensure fairness and due process. It usually begins with the soldier's immediate supervisor observing or being notified of their lateness. After verifying the incident, the supervisor will typically counsel the soldier, discussing the infraction and its consequences. If the lateness is a recurring issue or particularly egregious, the supervisor will then draft a formal Letter of Lateness. This letter is usually prepared using a standardized military form or memorandum format. It will detail the date and time of the infraction, the assigned duty that was missed or delayed, and the impact of the lateness. The soldier is then typically required to sign the letter, acknowledging receipt, though not necessarily agreement with its

contents. A copy is usually filed in the soldier's personnel file, and the original is provided to the soldier. The immediate chain of command is often involved in the review and approval process.

Content and Structure of an Army Letter of Lateness

A Letter of Lateness, while varying slightly in specific formatting depending on the unit and command, generally adheres to a standard structure designed to clearly communicate the infraction and expectations. Understanding these components is crucial for both the issuing authority and the recipient. The aim is to be precise, objective, and comprehensive in documenting the event and outlining the path forward.

Essential Components of the Letter

- **Identifying Information:** This includes the soldier's full name, rank, and unit.
- **Date and Time of Incident:** Precisely when the lateness occurred.
- **Description of the Lateness:** A clear, factual account of the soldier's failure to report on time, including the specific duty or formation missed.
- **Impact of Lateness:** An explanation of how the soldier's tardiness affected the unit or mission.
- **Counseling Provided:** A summary of the verbal counseling session that took place.
- **Soldier's Acknowledgment:** A section for the soldier to sign and date, confirming they received the letter.
- **Supervisor's Signature and Date:** The signature and date of the issuing supervisor.
- **Additional Comments or Remarks:** Space for supervisors or the soldier to add further relevant information.

Clarity and Objectivity in Documentation

Maintaining clarity and objectivity is paramount when drafting a Letter of Lateness. The document should focus on observable facts and avoid subjective opinions or emotional language. For instance, instead of stating "the soldier was deliberately late," it should state "the soldier failed to report for the 0600 formation until 0615." This factual approach ensures that the letter serves as an accurate record of events. The inclusion of specific times, locations, and the nature of the missed duty provides irrefutable evidence of the infraction. This objective approach is vital for the disciplinary process and ensures that the letter can withstand scrutiny if challenged or used in further administrative or legal proceedings.

Consequences and Expectations Outlined

Beyond simply documenting the lateness, the Letter of Lateness typically outlines the expected corrective actions and potential consequences if the behavior does not improve. This might include further counseling sessions, a requirement for the soldier to report to their supervisor earlier, or a warning that repeated offenses could lead to more severe disciplinary measures. These consequences can range from additional duties and restrictions to formal reprimands, unfavorable counseling statements impacting promotions, or even administrative separation from the Army. The letter serves as a clear communication of the standards expected and the repercussions for failing to meet them, providing the soldier with a roadmap for improvement.

Reasons for Lateness and Addressing the Issue

Lateness in the Army can stem from a variety of reasons, ranging from simple oversights to more complex personal or logistical challenges. Recognizing these underlying causes is the first step towards effectively addressing the issue and helping the soldier rectify their behavior. A punitive approach without understanding the root cause may not lead to lasting change.

Common Causes of Military Tardiness

- **Mismanagement of Time:** Soldiers may struggle with prioritizing tasks or underestimating the time required for certain activities, leading to delays.
- **Personal Issues:** Family emergencies, health problems (both personal and family-related), or financial difficulties can all contribute to a soldier being late.
- **Transportation Problems:** Issues with personal vehicles, public transportation delays, or difficulties in securing rides can cause unexpected tardiness.
- **Lack of Motivation or Discipline:** In some cases, lateness can stem from a general lack of adherence to military standards or a perceived lack of importance of punctuality.
- **Misunderstanding of Orders:** Confusion regarding reporting times, locations, or the significance of a particular duty can also lead to lateness.
- **Medical Appointments:** While often pre-scheduled, the timing of medical appointments, especially when combined with other duties, can sometimes result in a soldier running late.

Strategies for Soldiers to Avoid Lateness

For soldiers who receive a Letter of Lateness, or who wish to proactively avoid such issues, several

strategies can be employed. Proactive planning and clear communication are key. Soldiers should meticulously plan their schedules, factoring in travel time, potential delays, and the time needed to prepare for their duties. Setting multiple alarms, preparing uniform and equipment the night before, and knowing the most efficient routes to formations are all practical steps. Crucially, if a soldier anticipates being late due to unforeseen circumstances, they must communicate this to their chain of command as soon as possible, explaining the situation and providing an estimated time of arrival. This proactive communication can often mitigate the severity of the consequences.

Supervisor's Role in Corrective Action

Supervisors play a critical role in the corrective action process. While the Letter of Lateness is a formal document, its true effectiveness lies in the ongoing counseling and support provided by the supervisor. This includes understanding the soldier's situation, offering guidance on time management, and, if appropriate, exploring resources that can help address underlying personal issues. A supervisor should also clearly reiterate expectations and monitor the soldier's progress. The goal is not just to punish but to help the soldier understand the importance of punctuality and develop the habits necessary to be a reliable member of the team. Regular follow-up and constructive feedback are essential components of this process.

Implications of a Letter of Lateness on a Soldier's Career

Receiving a Letter of Lateness is more than just a minor disciplinary event; it can have tangible and long-lasting effects on a soldier's military career. These implications stem from the fact that the letter becomes an official part of their performance record, which is scrutinized by leadership for various career-related decisions.

Impact on Performance Evaluations and Promotions

The most immediate impact of a Letter of Lateness is its inclusion in a soldier's non-commissioned officer evaluation report (NCOER) or officer evaluation report (OER). While a single instance might be viewed as a minor lapse, repeated instances or a particularly poorly handled situation can lead to negative comments on performance evaluations. These evaluations are critical for promotion considerations. Soldiers with a documented history of disciplinary issues, including lateness, are often passed over for promotion in favor of more consistently disciplined peers. The perceived lack of reliability and adherence to standards signaled by a Letter of Lateness can significantly hinder a soldier's upward mobility within the ranks.

Effect on Future Assignments and Deployments

A soldier's record, including disciplinary actions like Letters of Lateness, can also influence their

eligibility for certain assignments, special duty positions, or deployments. Units and commands often look for soldiers who demonstrate a high level of discipline and reliability when selecting personnel for demanding or sensitive roles. A history of lateness could raise concerns about a soldier's judgment and commitment, potentially disqualifying them from opportunities that require impeccable attention to detail and unwavering punctuality. Furthermore, in situations where personnel are being selected for overseas deployments, a consistent record of disciplinary infractions may lead to a soldier being deemed less desirable for such critical missions.

Potential for Further Disciplinary Action

A Letter of Lateness is often a precursor to more serious disciplinary actions if the behavior continues. For example, a soldier who repeatedly receives Letters of Lateness may eventually face a formal reprimand, Article 15 non-judicial punishment, or even a Chapter administrative separation from the Army. The initial letter serves as a documented warning, establishing that the soldier has been made aware of their shortcomings and has been given an opportunity to correct them. Failing to do so demonstrates a continued disregard for military standards, which can escalate the disciplinary process and lead to severe career-ending consequences. It is a clear signal that the soldier needs to demonstrate immediate and sustained improvement.

Frequently Asked Questions

What is a 'Letter of Lateness' in the Army, and is it an official term?

While 'Letter of Lateness' isn't an official Army term with a specific form or regulation, it generally refers to a written explanation provided by a Soldier to their command for being absent or tardy to a mandatory duty or formation. It's essentially a formal request for an excuse, often submitted after an event has occurred.

What are the common reasons a Soldier might need to submit a 'Letter of Lateness'?

Common reasons include unexpected personal emergencies (family illness or death), medical appointments, vehicle breakdowns, unforeseen traffic issues, or even simple miscommunication or oversight. However, the validity and acceptance of these reasons are at the discretion of the command.

Who is the 'Letter of Lateness' submitted to in the Army?

Typically, a 'Letter of Lateness' is submitted through the Soldier's chain of command, usually starting with their direct supervisor (e.g., squad leader, team leader) and then forwarded up to the Platoon Sergeant, First Sergeant, and ultimately the Commander for review and approval.

What information should be included in a 'Letter of Lateness'?

A Letter of Lateness should clearly state the Soldier's name, rank, and unit. It must include the specific date and time of the missed duty/formation, a concise and truthful explanation for the tardiness, and any supporting documentation if available (e.g., doctor's note, tow receipt). It should also express the Soldier's regret for the inconvenience.

What are the potential consequences if a 'Letter of Lateness' is not accepted or submitted?

If the explanation is deemed unacceptable or no letter is submitted, the Soldier could face disciplinary action. This might include a formal counseling statement, a Letter of Reprimand, extra duty, or even more severe consequences under the Uniform Code of Military Justice (UCMJ) depending on the severity and frequency of the lateness.

Is a 'Letter of Lateness' the same as an official excuse or waiver?

No, a 'Letter of Lateness' is essentially a request for an excuse. An official excuse or waiver is typically granted by a higher authority (like a commander) based on the submitted letter and their assessment of the circumstances. The letter itself is the Soldier's attempt to justify their absence.

What is the best format for a 'Letter of Lateness' in the Army?

While not a formal regulation, it's best to adhere to a professional memorandum format. This includes a clear subject line (e.g., 'Subject: Letter of Explanation for Tardiness'), proper salutations and closings, and a concise, factual, and respectful tone. Many units may have specific templates or guidelines.

How much advance notice is required for a 'Letter of Lateness' if the situation is foreseeable?

If a situation causing lateness is foreseeable (e.g., a scheduled appointment), a Soldier is generally expected to notify their chain of command as far in advance as possible, ideally before the duty starts. A 'Letter of Lateness' is usually for unforeseen circumstances that prevented this prior notification.

What is the general attitude of Army leadership towards 'Letters of Lateness'?

Army leadership generally expects Soldiers to be punctual and present. However, they also understand that unforeseen circumstances can arise. They will typically review 'Letters of Lateness' with fairness, considering the Soldier's past performance, the validity of the reason, and the impact of the lateness. Honesty and accountability are key.

Additional Resources

Here are 9 book titles related to the concept of "letter of lateness" in an army context, with descriptions:

1. *The Due Date Doctrine*

This tactical manual explores the severe consequences of delayed communication and missed deadlines within military operations. It analyzes historical campaigns where procrastination led to critical strategic failures and offers methodologies for ensuring timely execution of orders. The book emphasizes the psychological and logistical impacts of being "late" in a wartime environment, presenting case studies of successful and disastrous delays.

2. *Echoes of the Missed Dispatch*

A historical fiction novel that delves into the lives of soldiers and officers during a pivotal, yet ultimately lost, battle. The narrative centers around a crucial message that arrived too late, altering the course of the conflict. It examines the personal toll of these delays, focusing on the regrets and unspoken "what ifs" that haunt the survivors and the families of the fallen.

3. *The Quartermaster's Delay*

This non-fiction account scrutinizes the logistical backbone of armies, specifically the impact of delays in supply chains. It details instances where shortages, bureaucratic red tape, and slow transport of essential materiel directly contributed to weakened combat effectiveness and prolonged engagements. The book argues that efficient logistics are as vital as battlefield tactics in achieving victory.

4. *Chronicles of the Stalled Advance*

A collection of firsthand accounts from various conflicts detailing moments where military progress was significantly hampered by untimely orders or the inability to act swiftly. These personal stories highlight the frustration and danger faced by soldiers waiting for directives or crucial support that never arrived on schedule. The anthology aims to provide a visceral understanding of how inaction can be as deadly as enemy fire.

5. *The Sergeant's Scrutiny of Slack*

This leadership guide focuses on the role of frontline commanders in identifying and rectifying operational delays. It provides practical strategies for supervisors to foster a culture of promptness, accountability, and proactive problem-solving within their units. The book stresses the importance of clear communication channels and empowering junior leaders to make decisions swiftly.

6. *Beneath the Crimson Dawn: A Delay's Reckoning*

A compelling espionage thriller where a spy's mission is jeopardized by a deliberately delayed piece of intelligence. The protagonist must race against time to rectify the situation, uncovering a conspiracy that hinges on strategic tardiness. The novel explores themes of betrayal, sacrifice, and the ripple effect of a single missed opportunity in the shadowy world of military intelligence.

7. *The Arrears of Empire*

This academic study examines the long-term consequences of consistent logistical and strategic delays on the sustainability of military powers. It analyzes how empires have historically faltered not from outright defeat, but from a slow erosion of capability due to inefficiencies and a chronic inability to adapt and act decisively. The book uses historical examples to illustrate how "lateness" can become a systemic weakness.

8. *When the Whistle Fell Silent*

A biographical portrait of a military strategist whose innovative plans were consistently undermined by the sluggish bureaucracy and slow decision-making processes of higher command. The book chronicles his struggles and frustrations, offering a poignant look at the often-invisible forces that can cripple even the most brilliant military minds. It questions the value of strategic genius when its execution is perpetually postponed.

9. *The Shadow of the Unsent Order*

This collection of short stories explores the psychological impact of uncertainty and prolonged waiting on soldiers deployed in various warzones. Each narrative revolves around the anxious anticipation of an order, the fear of being forgotten, or the devastating realization that a crucial directive never arrived. The book delves into the emotional landscape of soldiers caught in the limbo of delayed action.

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Letter of Lateness Army: Understanding and Navigating Punctuality Issues

Author: Sergeant Major (Ret.) Johnathan Miller

Ebook Outline:

Introduction: The Importance of Punctuality in the Military and Civilian Life.

Chapter 1: Types of Lateness and Their Causes: Exploring the various reasons for tardiness, ranging from unforeseen circumstances to personal responsibility issues.

Chapter 2: The Formal Process of Reporting Lateness: A step-by-step guide to writing and submitting a letter of lateness, including proper formatting and tone. Examples of acceptable and unacceptable language are provided.

Chapter 3: Consequences of Lateness in the Army: Detailed exploration of potential disciplinary actions, from verbal warnings to court-martials, emphasizing the severity of repeated offenses.

Chapter 4: Strategies for Improving Punctuality: Practical tips and techniques for better time management, including planning, prioritization, and proactive problem-solving.

Chapter 5: Seeking Help for Underlying Issues: Resources and support systems available to soldiers struggling with punctuality due to personal challenges like sleep disorders or mental health conditions.

Chapter 6: Lateness in Civilian Employment: Adapting military principles of punctuality to the civilian workplace, discussing the importance of professionalism and accountability.

Conclusion: Recap of key points and emphasis on the long-term benefits of consistent punctuality.

Letter of Lateness Army: A Comprehensive Guide

Punctuality is not merely a matter of courtesy; in the military, it is a cornerstone of operational effectiveness, discipline, and readiness. Lateness, regardless of the reason, disrupts operations, undermines unit cohesion, and can have severe consequences. This comprehensive guide will explore the complexities of lateness in the Army, from understanding the underlying causes to navigating the formal processes of reporting and mitigating potential repercussions. We will also examine how these principles translate to civilian life, ensuring you possess the tools to succeed in any environment.

1. Types of Lateness and Their Causes

Lateness in the Army manifests in various forms, each with its unique set of underlying causes. Understanding these distinctions is crucial for both reporting lateness accurately and preventing future occurrences.

Unforeseen Circumstances: These include unforeseen mechanical issues with vehicles, unexpected traffic delays due to accidents or severe weather, and genuine medical emergencies. Documentation, such as repair orders or medical certificates, is vital in these cases.

Personal Responsibility Issues: This category encompasses habitual lateness due to poor time management, procrastination, or a lack of prioritization. These instances often require introspection and behavioral modification.

Misunderstanding of Instructions: Confusion regarding reporting times, locations, or procedures can lead to unintentional lateness. Clarification with superiors and diligent review of orders are crucial preventative measures.

Mental Health Challenges: Underlying mental health conditions like anxiety or depression can significantly impact time management and punctuality. Seeking help from military support systems is essential in these cases.

Sleep Deprivation: Chronic sleep deprivation directly affects cognitive function and decision-making, often resulting in consistent lateness. Addressing sleep hygiene is critical for improvement.

2. The Formal Process of Reporting Lateness

Reporting lateness formally requires adherence to established procedures. This typically involves submitting a written letter of explanation to the immediate superior. The letter should be concise, respectful, and factual, devoid of excuses or justifications. Here's a step-by-step guide:

- 1. Accurate Details:** Include the date, time, and location of the lateness, along with the specific event or duty missed.
- 2. Honest Explanation:** Provide a clear and concise explanation for the lateness. Avoid embellishment or exaggeration. If unforeseen circumstances were involved, provide supporting

documentation.

3. **Acceptance of Responsibility:** Acknowledge the impact of your lateness and accept responsibility for your actions. Avoid blaming others or making excuses.
4. **Future Prevention:** Briefly outline the steps you will take to prevent similar incidents in the future. This demonstrates proactive problem-solving.
5. **Formal Tone:** Maintain a respectful and professional tone throughout the letter. Use formal language and avoid slang or colloquialisms.
6. **Proper Formatting:** Follow the established format for official correspondence within your unit. This may involve specific heading requirements, font size, and spacing.

Example of Acceptable Language: "I arrived late to formation on October 26th at 0600 hours due to an unforeseen mechanical failure with my vehicle. I have since had the vehicle repaired and will ensure preventative maintenance is conducted regularly to avoid similar incidents."

Example of Unacceptable Language: "My car broke down, it was a total nightmare, and I'm sorry I was late."

3. Consequences of Lateness in the Army

The consequences of lateness in the Army range from minor reprimands to serious disciplinary actions, depending on the severity and frequency of the offense. These consequences can include:

Verbal Warnings: A verbal reprimand from a superior officer, serving as a formal warning about future behavior.

Written Reprimands: A formal written record of the lateness incident, which becomes part of the soldier's personnel file.

Article 15 (Non-Judicial Punishment): A formal disciplinary action under the Uniform Code of Military Justice (UCMJ), resulting in penalties such as extra duty, restriction, or forfeiture of pay.

Court-Martial: In cases of repeated or egregious lateness, a court-martial may be convened, leading to more severe penalties, including confinement and dishonorable discharge.

4. Strategies for Improving Punctuality

Developing strong time management skills is crucial for avoiding lateness. Here are some practical strategies:

Planning and Prioritization: Create daily or weekly schedules, prioritizing tasks based on urgency and importance.

Setting Multiple Alarms: Utilize multiple alarm clocks or reminders to ensure you wake up on time.

Buffer Time: Build extra time into your schedule to account for unforeseen delays.

Proactive Problem-Solving: Identify potential obstacles and develop contingency plans to address them.

Regular Maintenance: Ensure your vehicle and personal equipment are in good working order to

prevent unexpected breakdowns.

5. Seeking Help for Underlying Issues

If lateness stems from underlying issues like mental health challenges or sleep disorders, seeking help is crucial. The military provides various support systems, including:

Chaplains: Provide confidential counseling and support.

Behavioral Health Providers: Offer professional treatment for mental health conditions.

Medical Personnel: Diagnose and treat medical conditions that may contribute to lateness.

6. Lateness in Civilian Employment

The principles of punctuality established in the military translate directly to civilian employment. Punctuality demonstrates professionalism, respect for colleagues' time, and commitment to one's responsibilities. Consistent lateness can negatively impact career progression and job security.

7. Conclusion

Punctuality is paramount in both military and civilian life. While unforeseen circumstances can occasionally lead to lateness, habitual tardiness demonstrates a lack of discipline and professionalism. By understanding the causes of lateness, adhering to proper reporting procedures, and implementing effective time management strategies, individuals can cultivate a reputation of reliability and enhance their success in any setting.

FAQs

1. What is the best way to write a letter of lateness in the Army? The letter should be concise, factual, respectful, and accept responsibility. Include details of the lateness, a brief explanation, and steps to prevent future occurrences.
2. What are the consequences of repeated lateness? Repeated lateness can lead to increasingly severe disciplinary actions, from written reprimands to Article 15s and even court-martials.

3. Can I use a car trouble as an excuse for lateness? While car trouble is a legitimate reason if supported by documentation (repair orders, etc.), it's crucial to demonstrate proactive measures to prevent future occurrences.
4. What resources are available to soldiers struggling with punctuality due to mental health issues? The military provides various support systems, including chaplains, behavioral health providers, and medical personnel.
5. How does punctuality impact my career in the Army? Consistent punctuality is crucial for career progression. Habitual lateness can hinder advancement opportunities.
6. How does military training on punctuality apply to civilian jobs? The emphasis on time management, accountability, and professionalism translates directly to success in civilian employment.
7. What if I am consistently late due to a long commute? This requires proactive problem-solving. Consider adjusting your living situation, changing your work schedule, or utilizing alternative transportation.
8. Is there a specific format for a letter of lateness? Follow your unit's established format for official correspondence. Inquire with your superior if uncertain.
9. What if my lateness was due to a family emergency? Provide documentation to support your claim, such as medical records or police reports. Honesty and proper documentation are key.

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2. Understanding the UCMJ and Disciplinary Actions: A detailed explanation of the Uniform Code of Military Justice and its consequences.
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4. Stress Management for Soldiers: Techniques for coping with stress and maintaining mental well-being in the military.
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7. Transitioning from Military to Civilian Employment: Strategies for successfully transitioning from a military career to a civilian job.
8. Effective Communication in the Military: Techniques for clear and effective communication within a military setting.
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logistics deserve thorough attention from historians. Although the Army's ability to mobilize has improved in recent years, much remains to be done, and the Korean War experience can provide valuable insights. Planners involved in the attempt to perfect current automated manpower mobilization systems need to prepare for possible strains and even collapse of those systems. In an emergency, we may have to rely on manual methods such as those that saw us through the Korean War. Industrial preparedness also has received increased emphasis and support in the last decade. But in this area, as well, there is much to be learned from the Korean War's partial mobilization. Finally, we can study with profit the problems encountered in supplying the large forces that we fielded in Korea. Planners who deal with theater logistics could benefit from detailed analysis, solidly grounded in original sources, of those problems and the solutions devised for them during the war. This monograph should provide impetus to examine Korean War mobilization and logistics. Through a discussion of the available literature, the author presents an overview of the most pertinent issues addressed thus far. He then suggests how future investigators might elaborate on particular points, and offers topics that warrant further research. WILLIAM A. STOFFT Brigadier General, USA Chief of Military History

letter of lateness army: *Small Wars* Sir Charles Edward Callwell, 1906

letter of lateness army: United States Chess Federation's Official Rules of Chess, Fifth Edition United States Chess Federation, 2003 Explains all legal chess moves, and discusses the regulations governing tournaments, lifetime rankings, and tournament director certification.

letter of lateness army: **The Blood Contingent** Stephen B. Neufeld, 2017-04-15 This innovative social and cultural history explores the daily lives of the lowest echelons in president Porfirio Díaz's army through the decades leading up to the 1910 Revolution. The author shows how life in the barracks—not just combat and drill but also leisure, vice, and intimacy—reveals the basic power relations that made Mexico into a modern society. The Porfirian regime sought to control and direct violence, to impose scientific hygiene and patriotic zeal, and to build an army to rival that of the European powers. The barracks community enacted these objectives in times of war or peace, but never perfectly, and never as expected. The fault lines within the process of creating the ideal army echoed the challenges of constructing an ideal society. This insightful history of life, love, and war in turn-of-the-century Mexico sheds useful light on the troubled state of the Mexican military more than a century later.

letter of lateness army: *Intelligence Revolution 1960* Ingard Clausen, Edward A. Miller, 2012 Overview: Provides a history of the Corona Satellite photo reconnaissance Program. It was a joint Central Intelligence Agency and United States Air Force program in the 1960s. It was then highly classified.

letter of lateness army: *Examining Child Care Need Among Military Families* Susan M. Gates, Gail Zellman, Joy S. Moini, 2006 The Department of Defense (DoD) supports the largest employer-sponsored system of high-quality child care in the country. Through accredited child development centers (CDCs), family child care (FCC) homes, youth programs, and other before- and after-school programs, the DoD provides care to over 174,000 military children aged 0 through 12 years. To evaluate the system's ability to meet the child care needs of military families, DoD needs information on the magnitude of potential need. For a number of years, the DoD has been using a formula that translates the basic demographic characteristics of the military population into an estimate of the potential need for child care (see the companion monograph *Providing Child Care to Military Families: The Role of the Demand Formula in Defining Need and Informing Policy*, MG-387-OSD, by Joy S. Moini, Gail L. Zellman, and Susan M. Gates). The Office of the Secretary of Defense (OSD) asked the RAND Corporation to collect data on child care need and child care use, assess the validity of the DoD formula, and recommend improvements to the formula. Data for the assessment came from a 2004 survey of military families about child care issues. This technical report describes and analyzes the data from that survey. It documents survey methods, defines three outcomes of potential interest to DoD (reported child-care usage, unmet child-care need, and unmet child-care preference), presents detailed results of an analysis of these outcomes among military

families, and analyzes the relationships between these outcomes and military readiness and retention. For example, the data identified an important relationship between unmet child-care preference and propensity to leave the military: Families that express unmet child-care preference-that is, they are using one form of child care but would prefer another-are also more likely to report that child care issues might drive them to leave the military. This report will be of interest to officials responsible for DoD child-care policy and other quality of life issues. It should also be of interest to child care managers in other federal organizations, child care researchers, and child care policymakers at the national, state, and local levels who grapple with the issue of estimating the need for child care.

letter of lateness army: Last Flight from Saigon Thomas G. Tobin, Arthur E. Laehr, John F. Hilgenberg, 2003-05-01 A moving account of how the largest aerial evacuation in history was performed.

letter of lateness army: The Swine Flu Affair Richard E. Neustadt, 1978 In 1976, a small group of soldiers at Fort Dix were infected with a swine flu virus that was deemed similar to the virus responsible for the great 1918-19 world-wide flu pandemic. The U.S. government initiated an unprecedented effort to immunize every American against the disease. While a qualified success in terms of numbers reached-more than 40 million Americans received the vaccine-the disease never reappeared. The program was marked by controversy, delay, administrative troubles, legal complications, unforeseen side effects and a progressive loss of credibility for public health authorities. In the waning days of the flu season, the incoming Secretary of what was then the Department of Health, Education and Welfare, Joseph Califano, asked Richard Neustadt and Harvey Fineberg to examine what happened and to extract lessons to help cope with similar situations in the future.

letter of lateness army: A History of the Rectangular Survey System C. Albert White, 1983

letter of lateness army: The Boys of Pointe Du Hoc Douglas Brinkley, 2005-05-31 The acclaimed historian and author of *Tour of Duty* chronicles the heroism of the brave men of D-Day whose selfless courage was celebrated by President Ronald Reagan 40 years later.

letter of lateness army: Addressing and Resolving Poor Performance , 1998

letter of lateness army: Grand Portage As a Trading Post: Patterns of Trade at the Great Carrying Place Bruce White, 2013-05-09 The purpose of this report is to describe the fur trade that took place at Grand Portage between Europeans and Native Americans in the 18th and 19th centuries. During this period Grand Portage was important for many reasons. A strategic geographical point in the trade route between the Great Lakes and the Canadian Northwest, it was best known as a trade depot and company headquarters in the period between 1765 and 1804.

letter of lateness army: GAO Documents United States. General Accounting Office, 1981 Catalog of reports, decisions and opinions, testimonies and speeches.

letter of lateness army: The Assault on Peleliu Frank O. Hough, 2016-08-05 The Assault on Peleliu, first published in 1950, is a detailed recounting of the U.S. Marines' fierce battle for Peleliu, part of the Palau Islands in the south Pacific. Facing approx. 11,000 hardened, entrenched Japanese troops, the 1st Marine Division began landing operations on September 15, 1944. What followed were more than two months of bloody fighting resulting in heavy casualties before the island was declared secure in late November. Included are more than 90 photographs and maps.

letter of lateness army: Army Food Program Department of the Army, 2012-07-24 This regulation encompasses garrison, field, and subsistence supply operations. Specifically, this regulation comprises Army Staff and major Army command responsibilities and includes responsibilities for the Installation Management Command and subordinate regions. It also establishes policy for the adoption of an à la carte dining facility and for watercraft to provide subsistence when underway or in dock. Additionally, the regulation identifies DOD 7000.14-R as the source of meal rates for reimbursement purposes; delegates the approval authority for catered meals and host nation meals from Headquarters, Department of the Army to the Army commands; and authorizes the use of the Government purchase card for subsistence purchases when in the best

interest of the Government. This regulation allows prime vendors as the source of garrison supply and pricing and provides garrison menu standards in accordance with The Surgeon General's nutrition standards for feeding military personnel. Also, included is guidance for the implementation of the U.S. Department of Agriculture Food Recovery Program.

letter of lateness army: The City of Mirrors Justin Cronin, 2016-05-24 The wait is finally over for the third and final installment in The Passage trilogy, called a The Stand-meets-The Road journey by Entertainment Weekly. In the wake of the battle against The Twelve, Amy and her friends have gone in different directions. Peter has joined the settlement at Kerrville, Texas, ascending in its ranks despite his ambivalence about its ideals. Alicia has ventured into enemy territory, half-mad and on the hunt for the viral called Zero, who speaks to her in dreams. Amy has vanished without a trace. With The Twelve destroyed, the citizens of Kerrville are moving on with life, settling outside the city limits, certain that at last the world is safe enough. But the gates of Kerrville will soon shudder with the greatest threat humanity has ever faced, and Amy—the Girl from Nowhere, the One Who Walked In, the First and Last and Only, who lived a thousand years—will once more join her friends to face down the demon who has torn their world apart . . . and to at last confront their destinies.

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