



**CALL** >>

# Publication How-To Ver 3.5

Steps to develop, and get your product through the product development workflow



CENTER FOR ARMY LESSONS LEARNED

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External  
actions

CALL-only actions

## Step 1. Reading and Research

- Reading through articles and newsletters on the CALL website, JLLIS or in a CALL publication may help you develop a writing style and suggest topics.
- Consider conducting initial research about the lessons and best practices you intend to share.
- Review previous works on a particular warfighting function.
- Review Army periodicals, studies, or magazines.
- Interview individuals for background purposes or as central figures in the publication.
- Read and understand the published current U.S. Army Doctrine concerning the topic, subject, issue or warfighting function you are preparing to write about.
- Research by power point slides will result in a poorly written article; please use the steps above to prepare for the writing of your article, so it is well written and authoritative.
- Before you begin writing, consider working with others. Several authors can add depth and accuracy to an article or publication. If you feel comfortable writing alone, ensure that you conduct a peer review of your work.

## Step 2. Gather Your Materials

- In addition to your article, photographs, sketches, and diagrams that support content are encouraged and can enhance your article and facilitate understanding for the reader. However, be selective about the type and quality of the graphics you include.

### ***Specifications for photographs and graphics:***

- If you are using a digital camera, use the largest image size ("Full" or "XGA") and the highest resolution setting ("High," "Super Fine," or "Ultra-High"). TIFF is the preferred digital photograph type.
- Do not shoot a small photo on a low-resolution setting to save data storage space in your camera.
- Higher settings create larger photos and files and a higher quality product.
- Larger is better; **minimum dpi for printed images is 300 dpi.**
- **Send the raw files whenever possible.**
- If you embed photos in a Microsoft Word or PowerPoint (PPT) document, please provide the original raw photo files in a separate folder. **Microsoft Word and PowerPoint strips embedded digital photos to 72 dpi to lower the document's file size.**
- If you embed photos in a PPT slide and your intent is to use the photo only and not the entire the slide, please provide the original raw photo file in another folder. There is no expedient method of extracting a photo from a PPT slide.
- **Do not copy images from the Internet.** If you choose to copy photos from a non-military website, remember, those photos may be copyrighted -- CALL requires a written release from the originating source to reprint copyrighted material. (See section on "Downloading from the Internet" below.)
- If your camera gives you the option, shoot the photo as a TIFF file. CALL also accepts JPEG files (quality setting of "Maximum" or "12" and the format option of "Baseline [Standard]").
- Save the digital image as raw data or as it comes off the camera. Do not manipulate the data.
- **Do not resize or edit the image.**
- Do not try to "beef up" an image shot at a low resolution by enlarging the pixels per square inch.

## Step 2. Gather Your Materials (cont.)

### **Photography tips:**

- While most topics lend themselves to color, black-and-white photos can also be very dramatic. If you are in doubt, shoot color photos; they give the best reproduction quality.
- Focus on people and equipment. The best photos feature personnel in action. Five people standing side by side in front of a sign is not the optimum photo opportunity.
- Frame your shots. Focus on the subject of the photo. Vary your angles.
- Technical quality often determines whether a photo is acceptable. Blurry or out-of-focus photos are of no use to Soldiers and leaders. Ensure the photo supports your narrative.
- If the photo is not yours, provide the name (and rank, if military) of the photographer.
- Digital images are judged by the same criteria as outlined above. Send digital images in TIFF or JPEG formats.

### **Downloading from the Internet:**

#### **Do not:**

- "Right click" on thumbnail pictures and save as JPEG.
- Use the screen capture function to save images.
- Use pictures to fill space or add to aesthetics. Ask yourself, "Does the picture and caption support the content?" Every page of a publication that is printed in color adds significant printing cost.

#### **Do:**

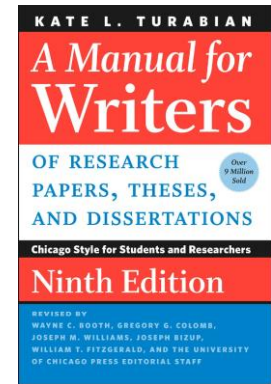
- Click on thumbnail images to get to "high resolution" download option.
- If the website you are searching does not provide a high resolution download option, contact the site administrator to find out how to acquire the high resolution photo(s).
- High resolution does not mean high quality. Look carefully at details. Is the image blurry or grainy? Does the image have pixel artifacts or appear blotchy around edges? If so, try to locate a suitable replacement.
- Make sure the images you download and use are not copyrighted. Here are a few good websites for images in the public domain:
  - Army.mil <https://www.army.mil/photos>
  - U.S. Army Flickr <https://www.flickr.com/photos/soldiersmediacenter>
  - DVIDS <https://www.dvidshub.net>
  - DOD <https://www.flickr.com/photos/39955793@N07>
  - Defense Imagery Server <https://dams.defenseimagery.mil/teams/Login.do?action=11>

## Step 3 Writing.

- Now that you have done your research and gathered your materials, construct an article or newsletter outline.
- Think about your main and supporting themes and the resources available to explain, substantiate, and demonstrate your article's central point(s).
- Remember, your conclusion will always be the lessons and best practices you want to share with Soldiers and leaders.
- Always remember that CALL and the Army are interested in the “what” rather than the “who.”
- Focus on the lead to reach out and attract the reader's attention! Think of yourself as the reader. Ask yourself what would capture your attention and make you want to read the article or publication.

## Writing Tips.

- Build in MS Word (not Adobe, PowerPoint, etc.)
- For Print/Digital products, keep the aspect ratio in mind (handbook: 5.5x8.5 or newsletter: 8.5x11) – complex tables or graphics with small text will not be legible in handbook sized publication.
- Write in third person. Do not use: I, we, you, my, or our.
- Do not use pronouns such as “it or “them” unless it is clear what they refer to.
- Keep sentences and paragraphs short. Structure in clear subject – verb – object sequence. Maintain subject – verb agreement.
- Use active voice.
- Keep it simple, direct, and easy to understand.
- Always use the latest doctrinal terms – visit APD or JEL+ for latest Army/Joint publications, and terms/definitions to ensure appropriate usage and verify terms/publications haven’t been superseded.
- Avoid “five-dollar” words when simple ones will do. Use plain language; avoid jargon, and explain technical information.
- Spell out acronyms and unit designations on first use in each chapter or article.
- When referencing field manuals, include number and full title and date of publication.
- Quotes should be used sparingly. If you can say the same thing just as well, paraphrase. Reserve quotes for ideas that are expressed in a unique way.
- Run spell check and grammar check on your document and make corrections as needed. However, be aware that spell check is not perfect; pay attention to the recommended changes.
- For capitalization, abbreviation, and word usage, refer to the [U.S. Government Style Manual](#).
- Additional resources:
  - [CALL Writing Manual](#)
  - A Manual for Writers of Research Papers, Theses, and Dissertations (Red, Turabian Style Manual – copies are located around CALL)
  - [Joint Electronic Library +](#)
  - [Army Publishing Directorate](#)



## How to appropriately mark your document

Publications in CALL are either Public Releasable, Controlled Unclassified Information (CUI), or SECRET

- Public releasable information contains no sensitive information and is appropriate for the public audience.
- CUI replaces the legacy “For Official Use Only (FOUO)” marking. Only categories in the CUI Registry can be used to identify if the information meets CUI designation.
- SECRET, this marking is the exception vice the norm. However, publications such as IJSTO and others must remain on the SIPRnet based on the impact they pose to security.

## General Guidelines (these are also for PowerPoint, etc.)

- Public releasable and CUI do not need paragraph markings.
- Public releasable documents will be marked “Approved for Public Release Distribution Unlimited” on cover/first page, centered at the bottom.
- CUI must be marked “CUI” on the header and footer of every page, to include the cover.
- You do not need to spell out CUI
- If sharing with foreign partners, the overall marking will be CUI//REL TO USA, [3-letter trigraph codes](#) of countries
- A CUI Designation Indicator must be applied to the cover only.

~90% of CALL **internally developed** publications will be marked:

Controlled by: Combined Arms Center

Controlled by: Center for Army Lessons Learned

CUI Category(ies): OPSEC//(DoD OPSEC Index category)

Limited Dissemination Control: FEDCON

POC: [usarmy.leavenworth.mccoe.mbx.call-rfi-managermailbox@mail.mil](mailto:usarmy.leavenworth.mccoe.mbx.call-rfi-managermailbox@mail.mil)

- [DoD CUI OPSEC Index & Categories](#)
- [CUI Marking Manual](#)
- [CUI Quick Reference Guide](#)
- See the INFOSEC Manager for guidance on SECRET documents.

~90% of CALL **externally developed** publications will be marked:

Controlled by: U.S. Army, (FORSCOM, TRADOC, AFC, AMC)

Controlled by: Submitting Organization Name/Unit

CUI Category(ies): OPSEC//(DoD OPSEC Index category)

Limited Dissemination Control: FEDCON

POC: [usarmy.leavenworth.mccoe.mbx.call-rfi-managermailbox@mail.mil](mailto:usarmy.leavenworth.mccoe.mbx.call-rfi-managermailbox@mail.mil)





All publications internal or externally developed must have a [CALL Product Review Checklist](#)

1. The checklist is also located on the left side of the Product Development tab w/in SharePoint
2. The CALL Analyst or submitting organization must complete Part I & II.
3. If an external Security review is conducted an OPSEC LV II PAX must review and sign Part III and IV.
  1. If no Security review is conducted, then one will be completed by the CALL INFOSEC specialist.
4. All PAO and FDO actions will be retained at CALL and/or CAC, as required.
5. Save the file. It will be required to accompany your product in the workflow.

The product is developed, marked, and the checklist is complete...now what?

## Request New Product Workspace

1. [Request new product workspace be created](#)  
 This is also accomplished by going to the Product Development tab w/in SharePoint
  1. Add the title of the publication and your name, then click save.
  2. The SharePoint team will create your workspace and send you and email notification when complete.
2. Your active workspace is listed w/in the [Product Development tab](#) w/in SharePoint – find and open your workspace.
3. *Base Product Library* – this is where you place your product and all your raw graphic files are uploaded separately in the graphics folder
4. *Comments and Staffing Library* – this is where you upload your Product Review Checklist
5. *Product Discussion* – this area is used to add comments about the product and/or its progress
6. Near the top, under “QuickLinks” click on “Update Product Status”
7. Within your product status, your name (lead analyst), product name, and product # will already be applied – **do not change these fields**
  1. Complete all the fields in the Analyst tab
  2. Once the “Security Checklist Initiated” is changed to “Yes” and the product is saved, the Branch Chief will receive a notification that they have a product in their queue to action.

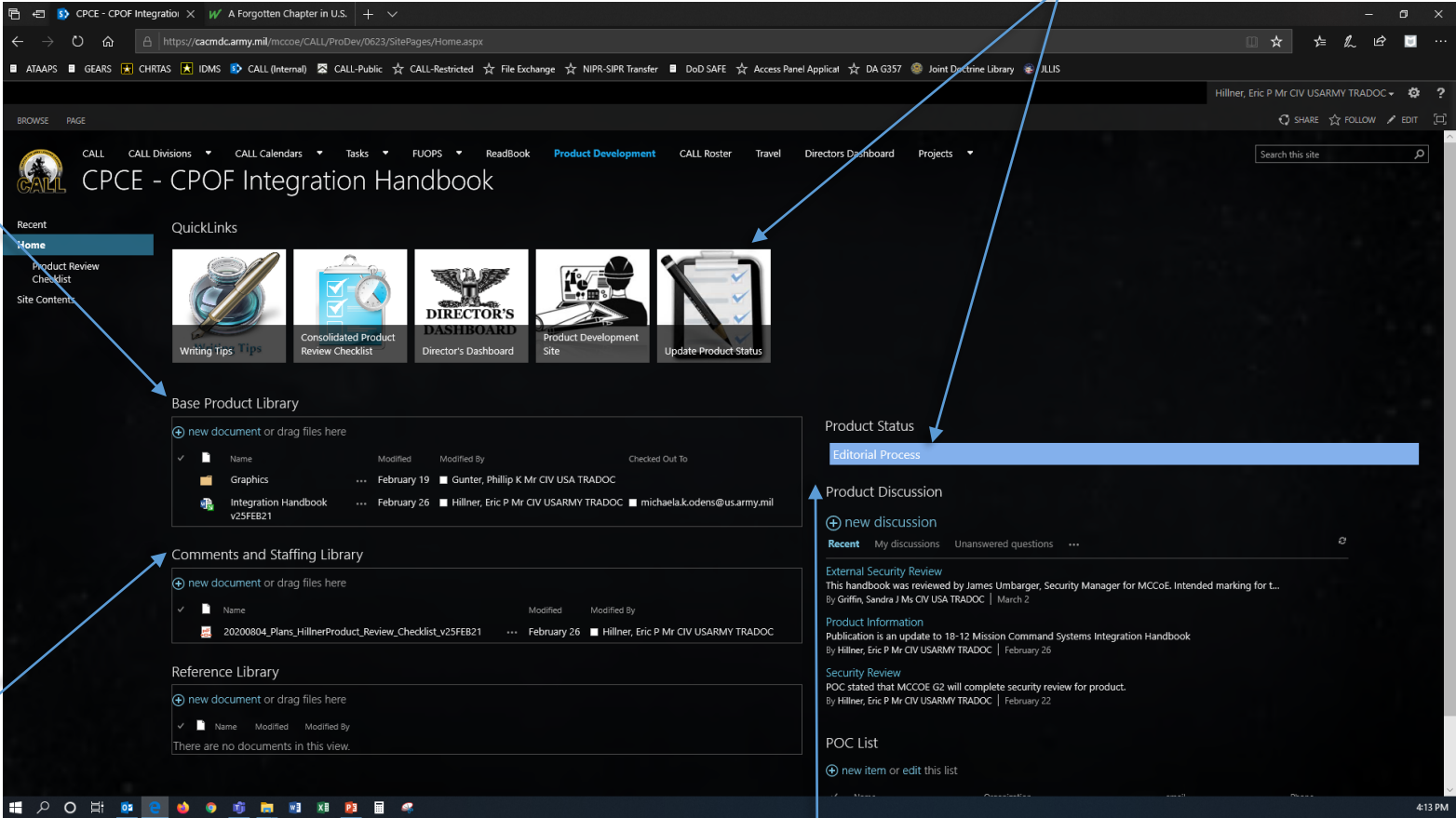
- Analyst Tab
1. Product #
  2. Tier
  3. Product Name
  4. Product
  5. Product Type
  6. Public Release
  7. Synopsis
  8. Keywords
  9. Division
  10. Branch Chief
  11. Lead Analyst
  12. Author
  13. Concept Dev. Confirm. Date
  14. Product Dev. Phase
  15. Ext. Sec. Review
  16. Est Security Review
  17. Est. Pub Date
  18. Second Reader name
  19. Graphics Folder
  20. Security Checklist Initiated

Blue text = input requirements for Analyst



Base Product Library – this is where you place your product and all your raw graphic files are uploaded separately in the graphics folder

Update Product Status or Product Status – links to open the CALL workflow to update/modify the status





Comments and Staffing Library – this is where you upload your Product Review Checklist

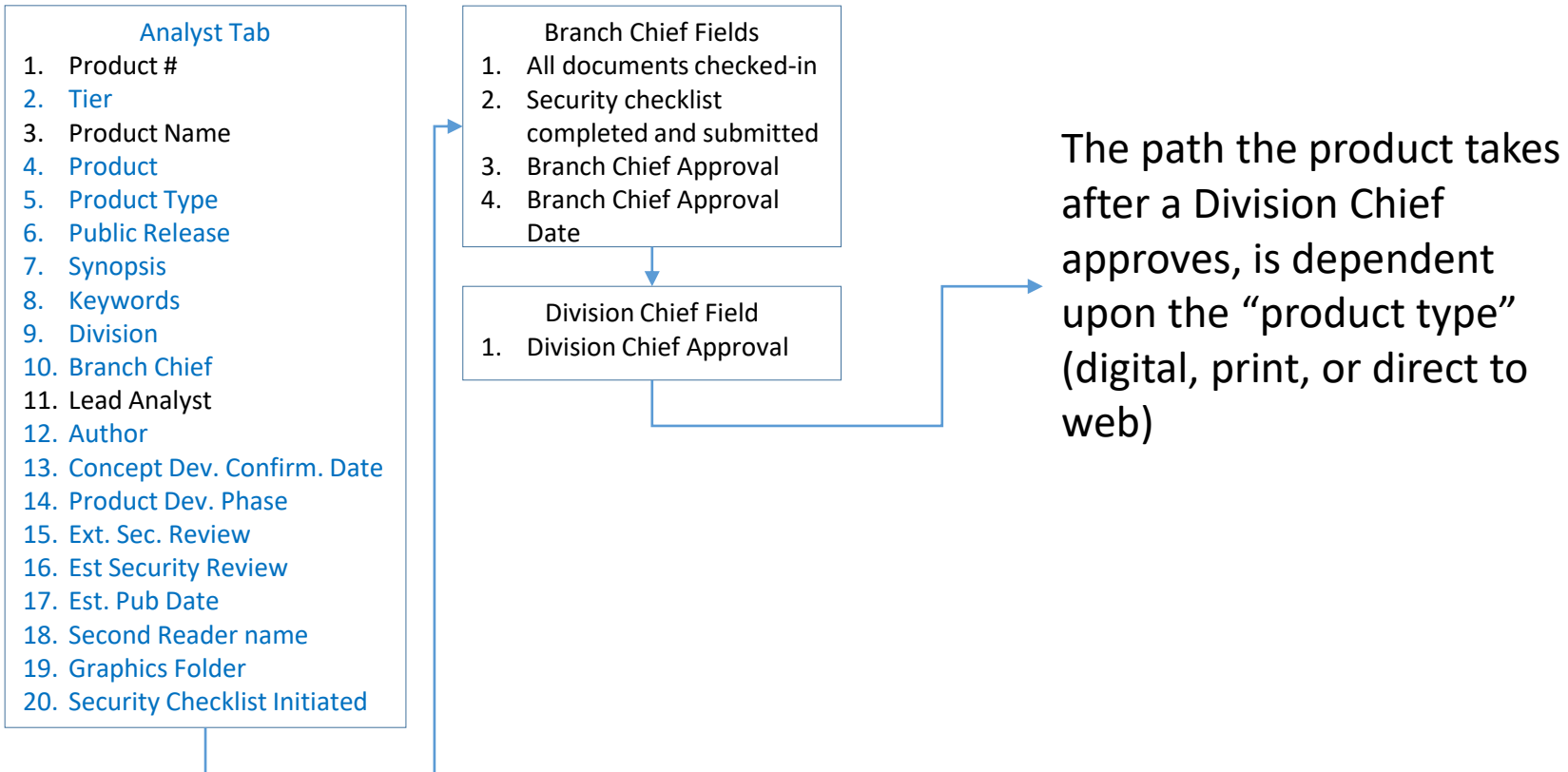
Product Discussion – this area is used to add comments about the product and/or its progress

Analyst	Branch Chief	Division Chief	Security	Editorial	Analyst Review after Editing	PAO	Analyst/POP - After DIRCALL Final Approval	Archive	...
<b>Product # *</b>	<input type="text" value="0623"/>								
	Product number, linked to item properties								
<b>Tier</b>	<input type="text" value="5"/>								
	How was this product generated or what does it support? 1: Order based or GO directed 2: OE threat, readiness, or CTC (MCTP) related 3: Modernization or Strengthen Alliances & Partnership 4: Rework of dated CALL publication 5: Publish for others								
<b>Product Name</b>	Type the Web address: <a href="#">(Click here to test)</a>								
	<input type="text" value="https://cacmdc.army.mil/mccoe/CALL/ProDev/0623"/>								
	Type the description:								
	<input type="text" value="CPCE - CPOF Integration Handbook"/>								
	Product Name linked to Document Workspace.								
<b>Product</b>	<input type="text" value="Handbook"/>								
	For reference, what is the legacy association of the publication?								
<b>Product Type</b>	<input type="text" value="Print"/>								
	Print: hardcopy and digital Digital: digital (pdf) only Enhanced: multimedia embedded digital publication (epub, etc.) D2Web: Direct to web content that does not get editing or illustration support (i.e. NFTFs, NFT CTCs, Catalogs, KLI transcripts, non-lessons learned material, etc.)								
<b>Public Releasable</b>	<input type="text" value="No"/>								
	Is this Publication going to be Publicly Releasable?								
<b>AO/o6/GO Coordination Required</b>	<input type="text" value="No"/>								
	Publication requires coordination with external elements to develop/approve.								
<b>Synopsis</b>	<input type="text" value="The CPCE and CPOF Integration Handbook is focused on the integration of command and control information systems (C2ISs) at the brigade and battalion level. While this is an integration handbook, it also provides information for the most common C2ISs found at all echelons."/>  <input type="text" value="This handbook provides users with step-by-step instructions on how to display command and control information on the"/>								

Division	<input type="text" value="Plans"/>	Select Division of Lead Analyst
Branch Chief	<input type="text" value="No Branch Chief"/>	Select your Branch Chief or select "No Branch Chief" if you do not have one. You must select one for this to move forward.
<b>Lead Analyst</b>	<input type="text" value="Hillner, Eric"/>	
Author	<input type="text" value="MAJ Eric Nolan"/>	
Concept Development confirmation	<input type="text" value="2/19/2021"/>	What is the date of the final collection event (or projected date to receive material) associated with this publication?
Product Development Phase	<input type="text" value="Yes"/>	Analyst has all necessary information to begin developing product.
Ext. Sec. Review	<input type="text" value="Yes"/>	Was an external security review conducted and Parts III & IV of the CALL Security Checklist filled out?
Estimated Security Review Date	<input type="text" value="2/24/2021"/>	Projected date analyst writing, coordination, and staffing are complete to send to Security
Estimated Publication Date	<input type="text" value="4/9/2021"/>	Typically 4-6 weeks from the "estimated date for security review" (content and type dependent)
Second Reader Name	<input type="text" value="(None)"/>	Select the name of the second reader
Graphics Folder	<input type="text" value="Yes"/>	Are graphics and images of high-res quality and uploaded separately in the Graphics Folder?
Security Checklist Initiated	<input type="text" value="Yes"/>	Analyst changes this to "Yes" after they have completed and loaded the Checklist in the Work Site Library and ready for Branch Chief Approval

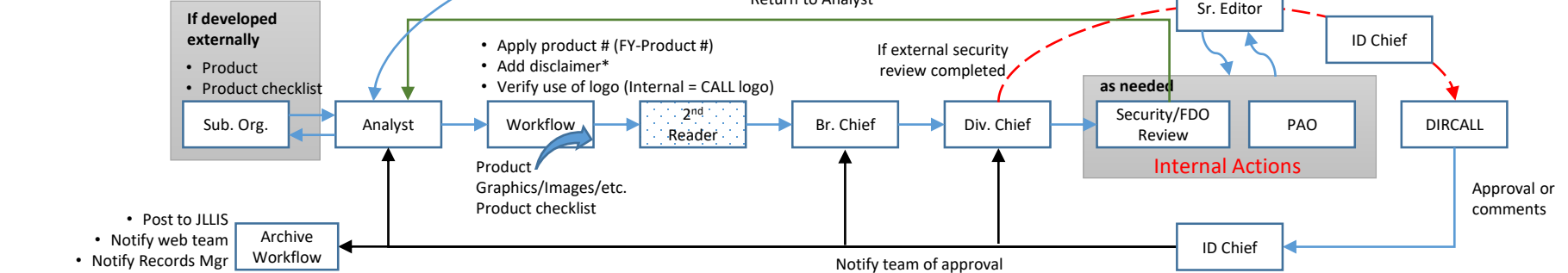
Created at 2/19/2021 10:56 AM by  Gunter, Phillip K Mr CIV USA TRADOC  
Last modified at 3/2/2021 9:33 AM by  Keeler, Diana L





## Direct to Web

These include: NFTF, NFT CTC, Catalog, previously published LL material, or non-LL material



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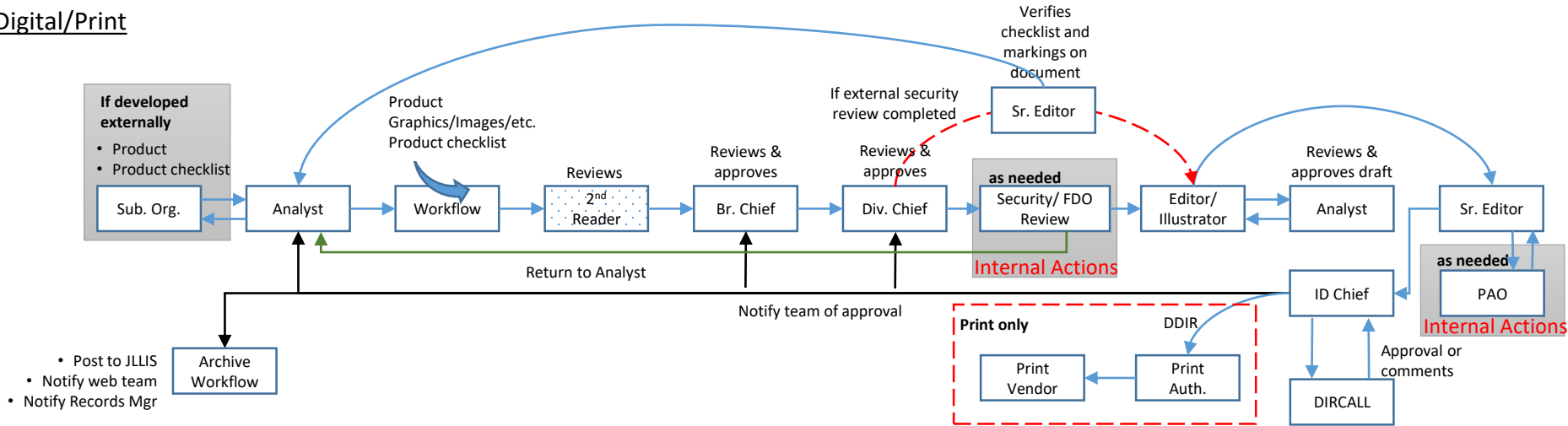
*Direct to web publications will not be edited/illustrated by the CALL publishing team. IAW HQDA, Intellectual Property Law Division, if you cannot be confident that the material does not contain 3<sup>rd</sup> part copyright material or that sufficient permissions for use have been obtained, then the COA is to merely post links to the material, not the entire article.*

- Analyst will apply product number (FY-Product #) on the upper right of the document, and add the disclaimer statement (above) to the beginning of the document.
- Analyst will also ensure that externally developed products will not have any CALL logo or branding.
- The Sr. Editor will conduct a cursory scrub of the document to ensure the document is marked appropriately and the checklist is completed. Any deficiencies noted will be sent to the Analyst for correction.

The value added of this process, is quickly turning information back to the force.



## Digital/Print



The digital and print process follow a similar path, with the exception that print is submitted to the print vendor for processing.

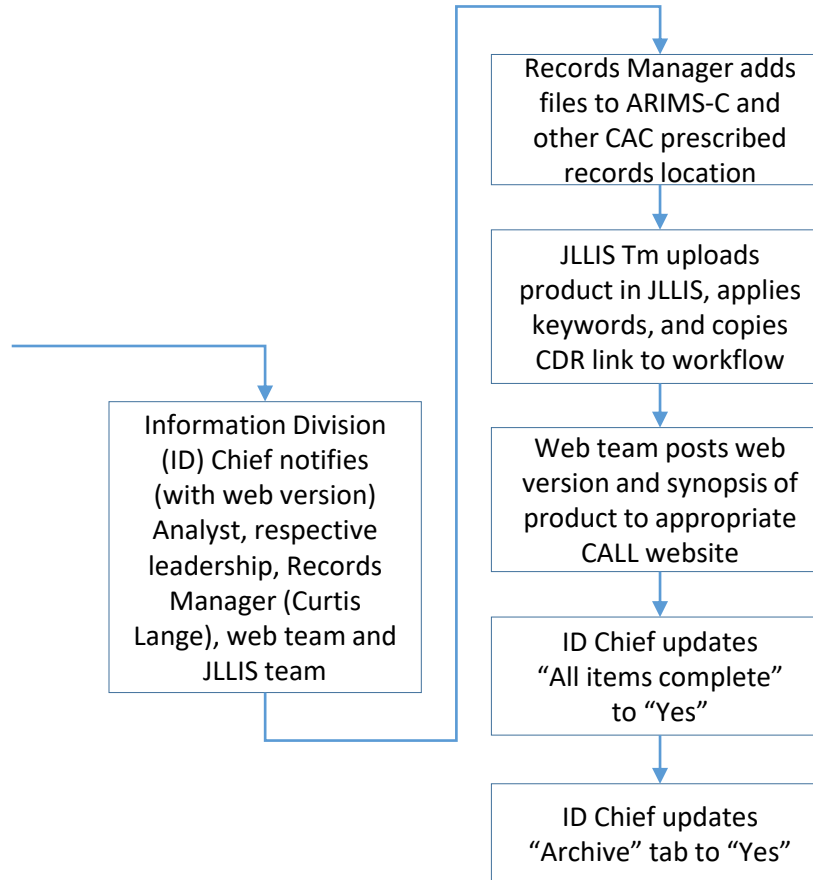
- If an external INFOSEC review is not completed then it will be conducted internally.
- Following the INFOSEC review, as needed, it will then be assigned to an Editor and Illustrator.
- At the completion of their edit, the Editor will send a draft to the Analyst to ensure it achieves their intent and nothing was lost or moved during the editorial process.
- After the Analyst approves the draft, the Editor will package the product for the Sr. Editor review.
- Following the Sr. Editor review the PAO will review the document, as needed.
- At the completion of all reviews the Sr. Editor will package for the ID Chief, and DIR/DDIR review/approval.

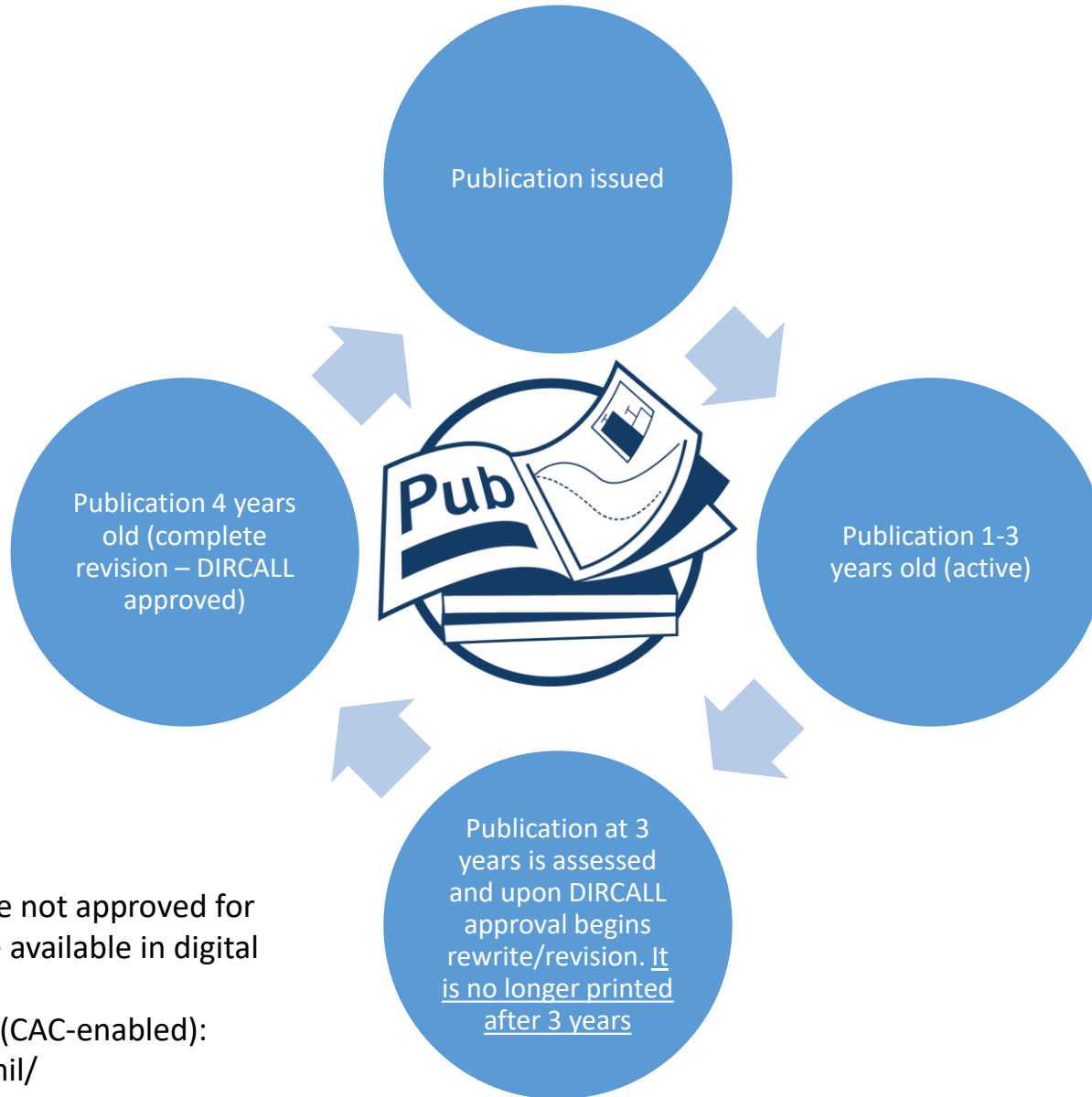
This process is more labor intensive, and thus information is delayed getting back to the force.





Regardless of the path taken, once a product is approved by the DIR, workflow close-out actions must be completed.





Publications that are not approved for rewrite/revision are available in digital format only.

CALL restricted site (CAC-enabled):  
<https://call2.army.mil/>

For planning purposes upon receiving approval from the DIR, Analyst should factor in a four-week turn around time to have hard copy publications.

This time varies, especially when we are close to the end of the fiscal year and the print funds have been consolidated by the CAC G8.