



## **ERGOMAS June 2014 Newsletter**

Dear members and friends of ERGOMAS,

Since our last successful conference in Madrid June, you are probably finishing up existing work and publications and embarking on exciting new projects and initiatives. Your ERGOMAS executive has also been working steadily behind the scenes and would like to take this opportunity to update you on the latest news and developments, including our upcoming conference in Ra'anana, Israel.

However, prior to introducing the new, we must reflect on our previous work and activities. We extend our deepest appreciation to the past Chair of ERGOMAS, José Antonio Olmeda, for his time and dedication, and of course for hosting a highly successful conference in Madrid. The conference was attended by many of you – our most recognized scholars and researchers in the fields of military research and armed forces and society – and we had the opportunity to share the high caliber work being conducted in our fields. Also, a special thank you to Christopher Dandeker, who provided a thought-provoking and engaging key note address entitled “Armed Forces in an Age of Austerity: Strategic Force Design Issues After Afghanistan.” Of course, we would also like to thank René Moelker, for his dedication as Secretary General over the past term, and his many significant contributions to ERGOMAS over the years, including his contributions as past Chair. A heartfelt thank you to David Mason for his indispensable role as Treasurer – note that, after a very brief reprieve, we are lucky to have David assuming this role into this current term.

We hope this newsletter will provide you with a comprehensive update on ERGOMAS activities and the way ahead, most notably the upcoming conference, update on the Working Groups and Coordinators, and our exciting new partnership with *Res Militaris: The European Journal of Military Studies*.

**Irina Goldenberg**

**ERGOMAS Secretary General**



## **Message from the Chair**

Dear ERGOMAS members,

A year ago I was honored to assume the presidency of ERGOMAS. Together with my colleagues on the executive team, Treasurer David Mason and Secretary General Irina Goldenberg, we see our main tasks as including the reinforcement of the activities of the Working Groups in which the uniqueness of our association is expressed, supporting publications, updating the research agenda on the basis of the latest empirical insights from the field, and expanding the circle of scholars associated with ERGOMAS. This newsletter reflects the activities the executive team has taken to promote this agenda.

We are looking forward to the next biennial conference which will take place 8-12 June, 2015 in Israel, and not less importantly, to seeing our Working Groups' products published in *Res Militaris* and in other venues.

Thank you again for your confidence and support!

Yours faithfully,  
Yagil Levy

## **ERGOMAS 2015 Biennial Conference 8-12 June 2015, Ra'anana, Israel**

The 2015 Biennial ERGOMAS conference will be held at the Open University of Israel, between June 8th and 12nd. The theme of the conference will be:

### **From Diversity Management to Conflict Regulation**

The management of diversity is one of the major themes at the core of the current scholarship on intercultural encounters within the armed forces. It refers to the formal and informal rhetoric and practices for dealing with the needs and demands of groups that are socially defined as distinct. This scholarship deals with the arrangements and practices that shape shared organizational values and structures to enable the military to “handle” – that is integrate, separate, enclose or exclude – distinct groups defined by such criteria as ethnicity, race, gender, sexual orientation or religion (to mention the main ones). Much attention has been devoted to how diversity impacts the functioning of the military as a cohesive organization, its needs for representativeness and legitimacy, the need to enhance intercultural competence and its role as a statist mechanism for social mobility.

However, less attention is devoted to intergroup tensions and even conflicts which emerge from the ranks. Violence against women in many western militaries, tensions between Christian and Muslim soldiers in the U.S. Army, conflict between religious soldiers and female soldiers in the Israeli military,



Muslims' attack on a British soldier who served in Afghanistan - are only a few cases in point. Studies of diversity management leave less space for the analysis of intergroup conflicts and the relations between such conflicts and the more collaborative aspects of interorganizational diversity.

The next Biennial ERGOMAS Conference will focus both on the conflictual aspects of diversity and how they are related to the collaborative or shared aspects of military life. We encourage discussions on some of the following topics:

- Why and how conflicts emerge within the ranks;
- The tools used by socially distinct groups to achieve their interests and goals;
- The ways in which formal mechanisms or informal arrangements emerge to handle potential and actual conflicts.
- The linkage between internal and external conflicts and the diffusion of external civilian authorities (such leaders of religious or other social movements) into the military to create alliances with groups of troops;
- The impacts of conflicts on the cohesiveness, representativeness, professionalism and legitimacy of the military;
- The ways in which separation versus exclusion mitigate or intensify conflicts`
- The tensions between diversity and the imposition of rules and codes of conduct;
- Tensions arise from diversity related to military personnel vis-à-vis defense civilians and contractors and citizens vis-à-vis non-national citizens in the armed forces;
- Diversity and cultural issues in multinational collaborations;
- The role of region/place as a potential basis for tension;
- The military's functional or dysfunctional role in feeding as much as mitigating these conflicts.

### **Partnership with *Res Militaris: The European Journal for Military Studies***

*Res Militaris* is a peer-reviewed, bilingual (English, French), on-line social science journal dedicated to the study of military and security-related issues. Interdisciplinary in character, it carries material conceived from the perspectives of sociology, political science, anthropology, psychology, geography, history, economics, law and management. It adopts a broad definition of the term "military", to include all aspects of the nature, roles, organization, actual or potential use of armed force, and its internal or external consequences.

A partnership between ERGOMAS and *Res Militaris* was formed in Spring 2014, and entails the publication of Special Issues of *Res Militaris* based on the work of ERGOMAS Working Groups. We hope that this partnership will provide ERGOMAS members with an excellent avenue for publication and collaboration. Please visit the *Res Militaris* website using the link below.

<http://resmilitaris.net/>



All ERGOMAS members are invited to submit proposals for special topic issues to Res Militaris. Please send your proposals to [yagil.levy@gmail.com](mailto:yagil.levy@gmail.com) or [Irina.Goldenberg@forces.gc.ca](mailto:Irina.Goldenberg@forces.gc.ca).

### ERGOMAS Executive, Working Groups, and Working Group Coordinators

Below, please find a listing of your ERGOMAS executive, the Working Groups, and the new and returning Working Group coordinators, along with their email contact information.

We would also like to introduce two newly formed working groups: Veterans and Society & Military Conflict Management and Peace Economics.

Position		Email
Chair	Prof. Yagil Levy	<a href="mailto:yagil.levy@gmail.com">yagil.levy@gmail.com</a>
Treasurer	Prof. David Mason	<a href="mailto:david.mason@ntu.ac.uk">david.mason@ntu.ac.uk</a>
Secretary General	Dr. Irina Goldenberg	<a href="mailto:irina.goldenberg@forces.gc.ca">irina.goldenberg@forces.gc.ca</a>
Working Group	Working Group Leader/Board Member	Email
Morale, Cohesion and Leadership	Prof. Dr Franz Kernic	<a href="mailto:kernic@hotmail.com">kernic@hotmail.com</a>
Public Opinion, Mass Media and the Military	Prof. Dr. Marjan Malesic	<a href="mailto:marjan.malesic@fdv.uni-lj.si">marjan.malesic@fdv.uni-lj.si</a>
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Military Profession	Prof. Dr. Giuseppe Caforio	<a href="mailto:gcaforio@fastwebnet.it">gcaforio@fastwebnet.it</a>
Civilian Control of the Military	dr. David Kuehn	<a href="mailto:david.kuehn@ipw.uni-heidelberg.de">david.kuehn@ipw.uni-heidelberg.de</a>
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Military Families	dr. M.D. Andres	<a href="mailto:md.andres@nllda.nl">md.andres@nllda.nl</a>
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Military Conflict Management and Peace Economics	Dr. Ashu Pasricha	<a href="mailto:ashu.p2@gmail.com">ashu.p2@gmail.com</a>



## **New Website**

Given some issues with the existing website and the need for refinements, we have recently redeveloped the ERGOMAS website. There are still a number of updates to be integrated into the new site, but the basic structure is up and running. Please take the opportunity to visit the site at: <http://ergomas.ch/> .

In addition, please click on our newly created Facebook page. Don't forget to like us and to share with your colleagues!

## **In Memorandum of our Dear Friend and Colleague Rudy Richardson**

Rudy Richardson passed away on Friday morning 25 April at the age of 54. Being a sportsman and seemingly in good condition, nobody saw it coming, the cause of death being a combination of a stroke and heart problems. Rudy was an acknowledged expert on questions of diversity and culture and has contributed much to this field with work on Muslim soldiers, ethnicity, gender and more. Another specialty of his was methodology. In particular, he simply loved qualitative methods and he also added considerably to this field. Those who knew Rudy personally will remember his charm, his wit, and his warm personality. This warmth was combined with an inspiring drive to make things better, to make the world a better place. This he advocated personally by never ever accepting discrimination and by organizing festivals celebrating cultural diversity through music. Rudy is father of two kids, Gaia and Camiel. A Rudy quote to remember 'I started studying sociology, because of my love for people.' He will be dearly missed.

## **Upcoming Conferences**

### ***Research Committee 1: Armed Forces and Conflict Resolution***

XVIII ISA World Congress of Sociology: Facing an Unequal World – Challenges for Global Sociology  
13-19 July 2014 in Yokohama, Japan

<https://isaconf.confex.com/isaconf/wc2014/webprogram/Symposium239.html>

### ***IUS Canada Conference***

What's Keeping You Awake at Night? Current Research Trends in Defence and National Security  
17-19 October 2014 in Ottawa, Canada

<http://www.iusafs.org/>

### ***International Military Testing Association Conference***

Psychological Fitness – A New Approach in Military Psychology  
27 – 30 October 2014 in Hamburg, Germany

[http://www.imta.info/Conference/Conference\\_Home.aspx](http://www.imta.info/Conference/Conference_Home.aspx)



## News from the WG Coordinators

### ***Military Profession Working Group***

A newsletter for the Military Professional Working Group can be found attached to the ERGOMAS newsletter. To summarize, results of the last field research conducted by the Military Profession WG, aimed at analyzing the human aspects of the soldiers participation in the operations of asymmetric warfare, have been published in a volume entitled *Soldiers without frontiers: The view from the ground*. The WG is now committed to start a new research project, entitled *Officer and Commander in asymmetric warfare operations*, whose purpose is to answer the following question: **what are the changes in the command action in an environment of asymmetric warfare and how and how much they affect the professional preparation of commanders?** Further details on this project and a call for proposals can be found in the attached Military Professional WG newsletter. In addition, the Military Profession WG introduces the following conference: *International Conference on Armed Forces and Operations in Asymmetric Warfare Environments*, Turin, January 2015. Further details can be found in the attached Military Professional WG newsletter.

### ***Morale, Cohesion, and Leadership Working Group***

The Morale, Cohesion, and Leadership WG is organizing an international workshop on the topic of leadership in extreme situations. This workshop, entitled *ERGOMAS Working Group Meeting and International Conference*, will be at the ETZ Zurich, Switzerland and will take place 10-12 September 2015. For further information please contact Dr. Florian Demont ([Florian.demont@vtg.admin.ch](mailto:Florian.demont@vtg.admin.ch)).

Attached, please find a Call for Participation for two international research projects being launched by the Morale, Cohesion, and Leadership Working group: "Leadership in Extreme Situations" and "Strategic Communication and Transformation of the Armed Forces."

### ***Civilian Control of the Armed Forces Working Group***

The Civilian Control of the Armed Forces Working Group is organizing a workshop entitled "Reforming Defence and Military Policy-Making in New Democracies: Obstacles, Opportunities and Outcomes." The workshop will take place at Heidelberg University in Germany in January 2015. Paper proposals are requested by 1 August 2014. Attached, please find the full Call for Participation.

### ***Working Group on Military Families***

The WG Military Families is currently working on a joint publication – an edited volume on military families, with contributors inside and outside the WG. The aim of this volume is to push the theory in the field a little bit further, to illustrate the topic empirically and to provide depth to our understanding by cross-national comparative analysis.



A next goal would be to submit a proposal and produce a special issue on military families in *Res Militaris*. Manon Andres, WG Leader, would like to invite WG members to send ideas and abstracts or proposals for this initiative (please send these to [md.andres@nlda.nl](mailto:md.andres@nlda.nl) and [md.andres@mindef.nl](mailto:md.andres@mindef.nl)). Manon would also like to invite WG members and researchers in the field to attend the next conference in Israel in 2015 (please consult the ERGOMAS website for details about the upcoming conference), which might be a good starting point to work on a next joint publication.

***Recent and forthcoming Military Families WG member publications:***

Andres, M.D. (2014). Distress, support, and relationship satisfaction during military-induced separations: A longitudinal study among spouses of Dutch deployed military personnel. *Psychological Services*, 11(1), 22-30.

Bowen, G.L., Martin, J.A. and Mancini, J.A. (2013). The resilience of military families: Theoretical perspectives. In M.A. Fine and F.D. Fincham (Eds.), *Family theories: A content-based approach* (pp. 417–436). New York: Routledge (Taylor & Francis).

Dursun, S. and Coulthard, J. (forthcoming). The role of the military family in the rehabilitation and reintegration of ill and injured service members.

Farrell, A., Bowen, G.L. and Swick, D. (2014). Network supports and resiliency among US military spouses with children with special health care needs. *Family Relations*, 63, 55–70.





## **ERGOMAS Working Group**

### **“Morale, Cohesion and Leadership”**

#### **Call for Participation**

#### **International Research Projects**

#### **“Leadership in extreme situations” and**

#### **“Strategic Communication and the Transformation of the Armed Forces”**

The ERGOMAS WG “Morale, Cohesion and Leadership” is launching two new international research and book projects on the topics of “Leadership in extreme situations” and “Strategic Communication and the transformation of the armed forces”. We invite proposals for individual contributions that may address but are not limited to the following topics:

- (Military) Leadership under stress and in extreme situations;
- Crisis leadership and crisis communication;
- Theory and practice of strategic communication efforts of MoDs and the armed forces;
- Literary and visual representations of leadership in extreme situations (particularly film).

The Working Group – in cooperation with the Department of Leadership and Communication Studies at MILAK at ETH Zurich – will be organizing a series of workshops, conference panels and meetings related to those two research projects in the upcoming years 2015-2016.

The first meetings and conference panels are scheduled for:

- October 9-10, 2014 – Working Group Meeting at the ETH Zurich (project launch and presentation of individual papers; discussion of project outlines for future cross-national research activities).
- June 2015 – Working Group panels at the ERGOMAS biannual conference in Israel.
- September 10-12, 2015 – Working Group Meeting and International Conference at the ETZ Zurich.

For those interested in participating in one or both of the outlined projects, please submit a short abstract of 100-200 words outlining your specific interest and your possible contribution to the project(s). Please send your abstract and/or your registration for the WG meeting in Zurich (project launch) on October 9-10, 2014 to the following point of contact: Dr. Florian Demont, MILAK at ETH Zurich (Email: [Florian.Demont@vtg.admin.ch](mailto:Florian.Demont@vtg.admin.ch) ).





**Civilian Control of the Armed Forces WG**  
**Call for Papers: Workshop on**  
**Reforming Defense and Military Policy-Making in New Democracies: Obstacles,**  
**Opportunities and Outcomes**

Ensuring effective civilian control over the institutions and processes of defense and military policy-making is a core step in the process of institutionalizing, deepening and consolidating democratic governance in newly democratized nations. While a certain degree of organizational autonomy and the provision of military expertise to civilian decision makers is functional, perhaps necessary, for the armed forces to fulfill their missions, the reform of defense policy-making procedures has been among the most problematic and protracted political endeavors in many nations of the so called “Third Wave of democratization”. Even countries that today are considered successful cases of democratic consolidation have struggled with—and are still struggling with—stalled, unsuccessful, incomplete or inconsistent attempts at reforming national defense and military policy. This not only has possibly serious consequences for the aspect of democratic control and accountability of policy-making in this crucial area of state activity. It also raises the question if and how these reforms for greater civilian authority and oversight (or their lack) affect the effectiveness of defense policy and the ability of new democracies to defend themselves against external threats.

In order to address these issues, we are planning to host a workshop at the Institute of Political Science, Heidelberg University, Germany in January 2015. We are inviting scholars to send in paper proposals that address the following two sets of questions:

1. How did the institutions, actors and processes of defense policy-making develop after the transition to democracy in “Third Wave” democracies, especially in the light of a strengthening of civilian decision-making authority and oversight? How can these developments be explained from the perspective of the political institutions, processes and actors?
2. How did these reforms, or their lack, affect the effectiveness of defense policy and the functionality of national defense apparatuses in these countries?

We are interested in receiving proposals that combine deep empirical knowledge and theoretical reasoning in single-country studies that trace the developments of defense reforms in new democracies, or specialized micro-case studies that focus on individual reforms or reform attempts, such as National Defense Laws, Defense Reorganization Acts, etc.

Paper proposals (max. 500 words) should be sent to David Kuehn ([david.kuehn@ipw.uni-heidelberg.de](mailto:david.kuehn@ipw.uni-heidelberg.de)) and Aurel Croissant ([aurel.croissant@ipw.uni-heidelberg.de](mailto:aurel.croissant@ipw.uni-heidelberg.de)) by 1 August 2014. We will decide on the program by 1 September 2014.

**Dr. David Kuehn**

Co-ordinator, ERGOMAS Working Group “Civilian Control of the Armed Forces”

**Prof. Dr. Aurel Croissant**

Institute of Political Science, Heidelberg University, Germany



## W.G- "The Military Profession" NEWS AND ACTIVITIES

### NEWS

Giuseppe Caforio 2013 Publications:

As I have already announced in the Newsletter 2013, the results of our last field research, aimed to analyze the human aspects of the soldiers participation in the operations of asymmetric warfare, have been published by the publisher Mauro Bonanno in November 2013, with the title *Soldiers without frontiers: The view from the ground* (Bibliographic & ordering information: 416 pages, publication date: Nov. 2013. ISBN-13: 978-88-96950-57-9, inprint Bonanno publisher, price € 35.00, [www.bonannoeditore.com](http://www.bonannoeditore.com); or <http://www.ibs.it> ).

Other 2013 Caforio publications:

- "ITALIAN EMPIRICAL RESEARCH ON ASYMMETRIC WARFARE: DATA FROM SOLDIERS EXPERIENCES", *Rivista di Studi Militari*, No. 2/ 2013, pp.187- 201.
- "THE CONCRETENESS OF ASYMMETRIC WAR: FRAGMENTS OF EXPERIENCE." In *Connections, The Quarterly Journal*, vol. XI, No. 3, 2013, pp.21 – 40.
- "OFFICER AND COMMANDER IN ASYMMETRIC WARFARE OPERATIONS", *Journal of Defense Resources Management*, Vol. 4, Issue 1 (6) 2013, pp. 9- 26
- ANSIETÀ E STRESS NELLA GUERRA ASIMMETRICA: LA ESPERIENZA DEI PARTECIPANTI, *Informazioni della Difesa* No. 2, 2013, pp 8 – 17.
- "L'ARMA AERONAUTICA NELLA GUERRA ASIMMETRICA, *Rivista Aeronautica*, No. 4, 2013, pp. 120- 121
- THE ASYMMETRIC WARFARE ENVIRONMENT AS DESCRIBED BY THE PARTICIPANTS, *Connections*, Vol. XII, No. 2, Spring 2013, pp 51- 66
- LA GUERRA ASIMMETRICA TRA TEORIA E REALTÀ', in *AMERICAN LEGACY*, edited by "Società Italiana di Storia Militare", Quaderno 2012- 2013, 2013: pp 637- 658
- THE NATURE OF SECURITY THREATS IN THE PERCEPTIONS OF FUTURE CIVIL AND MILITARY ELITES in *Thinking and acting in military pedagogy*, H.Annen, C. Nakkas, J.Maekinen (eds), Frankfurt am Main, Peter Lang Edition, 2013: pp. 205- 220.

### ACTIVITIES

Our WG is now committed to start a new search , entitled *Officer and Commander in asymmetric warfare operations* , and whose purpose is to answer the following question: **what are the changes in the command action in an environment of asymmetric warfare and how and how much they affect the professional preparation of commanders ?**

You can read in the following lines the criteria and the methods of research, involving , at present, colleagues of the following countries : Bulgaria , Denmark , Finland , Italy, Lithuania , the Netherlands , Philippines , Slovenia , Spain , Turkey . Other colleagues can be added at the last minute as *late birds* , but they have to announce their intent immediately .



**E.R.G.O.M.A.S.**

**Working Group “Military Profession”**

**RESEARCH PROJECT**

**OFFICER AND COMMANDER IN ASYMMETRIC WARFARE OPERATIONS**

### **Framework of the research**

Asymmetric warfare operations (1) require soldiers, but especially officers with command responsibilities, to make deep changes of mentality, professional attitude and also of tactics (2) with respect to the traditional preparation for conventional war operations.

For commanders at all levels, operating in an asymmetric warfare environment means being prepared to act *“in the presence of civilians, against civilians, in defence of civilians where civilians are the targets, objectives to be won, as much as an opposing force”* (Abrahamsson, 2008: 148); it means forgetting some fundamental principles of combat and accepting to use minimal force and only when strictly necessary (Janowitz, 1960); it means acquiring the ability to motivate one’s men and to apply these limitations, accepting greater personal risk (Petraeus, 2006); it means being able to assume governance roles in local realities that have very different cultures, norms and customs from those of one’s home country (Carafano, 2009; Nagl, 2002); it means being prepared to manage a multiplicity of functions, not only military, simultaneously (Dake, 1999; Fitzpatrick, 2009); it means acquiring an interoperability with military contingents of nations that are very different from one’s own (Strom, 2008); it means having to expand one’s professional baggage into sectors and disciplines that are far removed from one’s education and training (Blomgren, 2008; Caforio, 2001; Nuciari, 2007); it means to acquire an intercultural communicative approach and the ability to develop “third cultures” features in leadership as well as in negotiation in order to efficiently manage culture clashes (Nuciari, 2013). It means all this and even more which, from time to time and mission to mission, proves to be important and necessary.

In this framework of profound change of the international military context and of commanders’ professionalism (see Kaldor, 1999; Nagl, 2002; Mazarr, 2008; Caforio, 2008), my idea is to check the answers that commanders with concrete experience in the field give to this challenge, their remarks to the existing doctrine and directions, their proposals, suggestions, experiences.

### **NOTES**

- (1) According several authors (see for instance Richard H. Shultz and Andrea J. Dew, 2006), since the end of the Cold War conventional militaries and their political leaders have confronted a new, brutal type of warfare in which non-state armed groups use asymmetrical tactics to successfully fight larger, technologically superior forces.
- (2) Military professionals thus find themselves faced today with a situation that requires not a simple update, but a substantial change in their preparation and professional performances. Indeed, *“the change from an invasion defence towards a defence based on flexible response puts the military profession under the strain of changing large parts of its expert base, as well as ethical norms and*



*corporate traditions*" (Abrahamsson & Weibull, 2008: 13). What capabilities, then, are needed to deal with these demands? All the authors (see Moskos, 1976; Blomgren, 2008; Gentile, 2008; Nagl, 2009) agree in believing that the traditional military preparation for conventional conflicts constitutes the indispensable base also for the vast range of operations in asymmetric warfare. This preparation is no longer sufficient, however, and other skills appear necessary for the military professional faced with a new scenario (see also Caforio, 2012).

**See the W.G web site for bibliographical references.**

### **Guidelines of the research**

The main research question is: ***what are the changes in the command action in an environment of asymmetric warfare and how and how much they affect the professional preparation of commanders?***

The steps of the research are those already defined in the first draft of the project, namely:

1. Examining the existing literature on the subject
2. Looking at public manifestations of thought and opinions by those officers having been in command in this type of operations (newspaper and journal articles, books of memories, public conferences, etc.)
3. Interviewing an adequately sized group of officers with concrete command experiences at every level: platoon, company, and battalion (or equivalent).
4. Collecting and analysing cases of problematic situations in theatre, different adopted solutions and outputs.

### **CONFERENCE ANNOUNCEMENT.**

International Conference on *Armed Forces and Operations in Asymmetric Warfare Environments*, Turin, January 2015, dates to be specified.

The conference has a twofold purpose: first, to provide an interim meeting of the WG "The Military Profession," in order to take stock of the first results of the research "Officer and Commander" that the group is now carrying on (see in the Newsletter the guidelines of the research). The second is to offer the opportunity to all members of ERGOMAS, to come together and discuss on a more general topic of great relevance today

The invitation to participate will in fact be extended to all ERGOMAS members.

Every colleague who is interested to participate in the conference can announce his/ her intent just from now, with a tentative title of his/ her paper. For this purpose or for other details you can write to prof. Marina Nuciari ([Marina.Nuciari@unito.it](mailto:Marina.Nuciari@unito.it)) or to me.

The W.G. Coordinator

Giuseppe Caforio