

Department of the Army
Headquarters, U.S. Army
Training and Doctrine Command
Fort Eustis, Virginia 23604-5700

*TRADOC Regulation 25-30

02 January 2023

Information Management: Publishing and Printing
Army Doctrinal and Training Publishing Program

FOR THE COMMANDER:

OFFICIAL:

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History. This is a major revision to TRADOC Regulation 25-30. This regulation establishes policy for publishing doctrinal and training publications.

Summary. This regulation prescribes policy for U.S. Army Training and Doctrine Command management and development of Army doctrinal and training publications, as well as the U.S. Army Training and Doctrine Command's role in developing joint, multi-Service, and multinational doctrine. It defines responsibilities for all aspects of the Army doctrine and training publishing process.

Applicability. This regulation applies to U.S. Army Training and Doctrine Command organizations and other organizations that prepare and produce Department of the Army publications included in the U.S. Army Training and Doctrine Command portion of the Army Doctrinal and Training Publishing Program. These publications include multi-Service doctrinal and training publications prepared by U.S. Army Training and Doctrine Command proponents and non-U.S. Army Training and Doctrine Command proponents: Special Operations Center of Excellence, U.S. Army Center of Military History, The Judge Advocate General's Legal Center and School, the United States Army Public Affairs Center, and U.S. Army Space and Missile Defense Center of Excellence.

*This regulation supersedes TRADOC Regulation 25-30, dated 30 March 1990 and rescinds TRADOC Form 151-R and TRADOC Form 152-R.

Proponent and exception authority. The proponent of this regulation is the Commanding General, U.S. Army Combined Arms Center and the preparing agency is the Commander, U.S. Army Training Support Center. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with doctrine and training publishing regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field-operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to Army Regulation 25-30 for specific guidance.

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, U.S. Army Training Support Center, Replication and Distribution (ATIC-SAA-R), 1900 Jackson Avenue, Fort Eustis, VA 23606-5166 or via email at usarmy.jble.cac.mbx.atsc-adtlp@army.mil.

Distribution. This publication is available only in electronic media on the U.S. Army Training and Doctrine Command administrative publications website at <http://adminpubs.tradoc.army.mil/index.html>.

Summary of Change

TRADOC Regulation 25-30
Army Doctrinal and Training Publishing Program

This major revision, dated 02 January 2023 —

- o Updates responsibilities of doctrine writing and supporting agencies (para 1-4).
- o Changes “Army Doctrinal and Training Literature Program” to “Army Doctrinal and Training Publishing Program” and replaces the word “literature” with “publications”
- o Describes publication development in terms of the six publication development functions nested within the four-phase doctrine development process established in TRADOC Regulation 25-36.
- o Identifies the writing team position of project leader and assigns to that position the administrative tasks associated with publishing (para 2-7).
- o Updates the writing team concept, the writing team and writing team member responsibilities, and incorporates discussions of how writing teams develop publications throughout the regulation (para 3-1).

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Chapter 1 Introduction

1-1. Purpose

a. The purpose of United States Army Training and Doctrine Command (TRADOC) Regulation 25-30 is to prescribe policy for Army doctrinal and training publications and define responsibilities for individuals and organizations associated with developing and managing doctrinal and training publications.

b. TRADOC Regulation (TR) 25-36 addresses doctrine development in terms of the Army doctrine content development process of doctrinal and training publications. TR 350-70 addresses development of training products using the analysis, design, development, implementation, and evaluation (ADDIE) process.

c. This regulation does not apply to command publications developed by doctrine and training proponents.

1-2. References

See [appendix A](#).

1-3. Explanation of abbreviations and terms

See the [glossary](#).

1-4. Responsibilities

See chapter 2 for responsibilities.

1-5. Records management requirements

a. The records management requirement for all record numbers, associated forms, and reports required by this publication are addressed in the Records Retention Schedule–Army (RRS–A). Detailed information for all related record numbers, forms, and reports are located in Army Records Information Management System (ARIMS)/RRS–A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS–A, see DA Pamphlet 25-403 for guidance.

b. Any retention and disposition schedules indicated in this publication are to be verified against the most current RRS-A. See para 2-6 and appendix B for additional records management requirements on the Army Doctrinal and Training Publishing Program.

1-6. Publication types

a. Army doctrinal and training publications are official Department of the Army (DA) publications and developed by Army doctrine and training proponents. They are authenticated on the last page by the Administrative Assistant to the Secretary of the Army via the Army

Publishing Directorate (APD) and posted on the APD website. Authentication is what makes a publication authoritative and applicable Army-wide.

b. Publications and products covered by this regulation, regardless of media, are:

(1) Publications and products containing doctrine or they are doctrine based and contain methods for implementing doctrine and/or how to train. These Army doctrinal publications (hereafter referred to as doctrinal publications) consist of Army doctrine publications (ADPs), field manuals (FMs), and Army techniques publications.

(2) Technical manuals are doctrine-based but are not doctrine. They include general subject technical manuals as well as item specific technical manuals. These manuals can contain detailed procedures of a technical nature. Examples of these include rigging for airdrop, detailed engineer construction techniques, and detailed medical procedures. These publications use approved doctrinal terms and symbols where applicable. General subject technical manuals have no set development process. Proponents can prepare the general subject technical manuals in the same format as doctrinal publications using the Doctrinal Publication Template as well as apply the doctrine numbering scheme to show direct correlation to a doctrinal publication. Equipment technical manuals are developed in accordance with requirements in AR 25-30.

(3) Soldier training publications (STPs) are developed in accordance with TRADOC Pamphlet (TP) 350-70-1.

(4) Training circulars are developed in accordance with TP 350-70-14.

(5) Graphic training aids (GTAs) are training support products that enable trainers to conduct or sustain military training without extensive printed material or an expensive piece of equipment. GTAs are not authenticated by DA but must be based on authenticated doctrine. Proponents are authorized to duplicate material from doctrinal and training publications when a GTA's purpose, format, and specifications are appropriate.

1-7. Publication development overview

a. The Army doctrine process provides the structure within which proponents develop doctrinal publications. The Army doctrine process has four phases: (1) assessment, (2) planning, (3) development, and (4) publishing and implementation. (See TR 25-36 for the four phases of the doctrine process.) Publication development (Phase 3) comprises five functions: research, design, write, edit, and produce. (See TP 25-40 for the five functions of publication development.)

b. The publication development functions occur primarily during phase 3 of the Army doctrine process. (See figure 1-1.) There may be some overlap with phase 2, depending on the proponent or preparing agency's local procedures. Publishing occurs during phase 4. However, the writing team also performs some publishing-related tasks during phases 2 and 3.

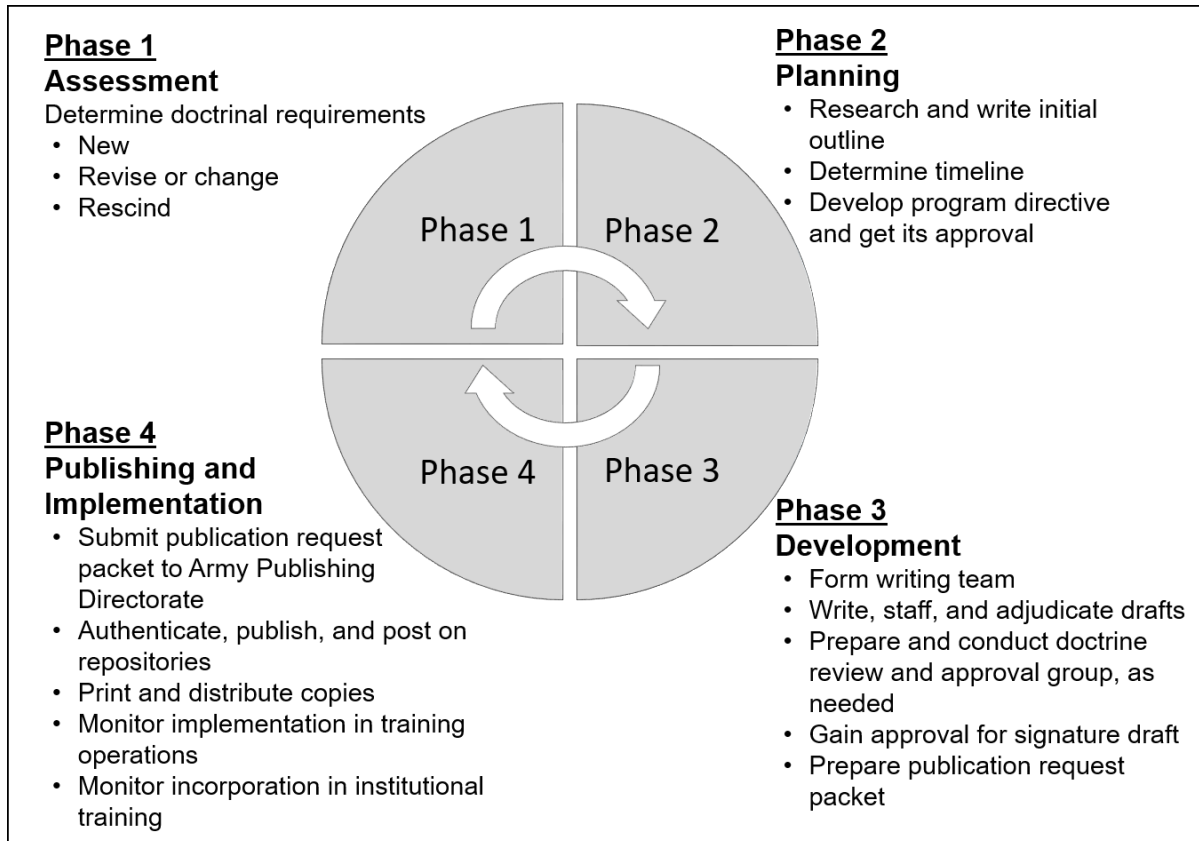


Figure 1-1. Publication development functions within the Army doctrine process

c. Training proponents follow the ADDIE process to develop learning products. (See TR 350-70 for this process.)

1-8. Using this publication

a. Organization. This regulation is organized by tasks writing team members perform to develop publications rather than by topics associated with a finished product. For example, as they develop publications, writing teams identify references during research, place them in categories during writing, and list them in the format established by the publication's design. Each of these chapters addresses reference-related topics that pertain to the task the chapter addresses. All discussions include cross-references to related passages. The index lists most passages associated with a given topic.

b. Chapters. Chapters of this publication and TP 25-40 address four major topic areas:

(1) General information and publishing responsibilities. This publication contains general information for the Army Doctrinal and Training Publishing Program:

(a) Chapter 1 contains administrative information.

(b) Chapter 2 addresses agency responsibilities and writing team responsibilities.

- (c) Chapter 3 describes team writing and the team concept.
 - (2) Publication development functions.
 - (3) Style guidelines.
 - (4) Publication and forms management.
-

Chapter 2

Agency Responsibilities

2-1. Commanding General, U.S. Army Training and Doctrine Command

Commanding General (CG), TRADOC will—

- a. Serve as Army proponent for training and doctrinal publications and forms.
- b. Prescribe policies and procedures for Army training and doctrinal publications, including GTAs.
- c. Ensure Army doctrinal and training publications are available in the electronic, printed, or digital media necessary to accommodate the needs of the target audience.
- d. Resource the production of Army doctrinal and training publications.
- e. Resolve questions of priority concerning training and doctrinal publications.
- f. Designate a publications control officer (PCO). (See DA Pamphlet [Pam] 25-40 for publications control officer duties.)
- g. Designate a forms management officer (FMO). (See DA Pam 25-40 for forms management officer duties.)

2-2. Commanding General, U.S. Army Combined Arms Center

CG, U.S. Army Combined Arms Center (CAC) will—

- a. Serve as the lead for the TRADOC doctrine and training core functions.
- b. Perform the functions through subordinate organizations as discussed in TR 25-36.

2-3. U.S. Army Training Support Center, U.S. Army Combined Arms Center-Training

U.S. Army Training Support Center (ATSC), U.S. Army Combined Arms Center-Training will—

- a. Serve as lead training proponent for TRADOC.

b. Provide guidance and priorities for training development.

c. Provide life-cycle management, training support, and assistance for the development, replication, and distribution of training products.

2-4. Commander, U.S. Army Training Support Center

Commander, ATSC will—

a. Establish policy and procedures to prepare, publish, and manage Army doctrinal and training publications and forms authenticated by DA.

b. Maintain the fiscal year Army-wide doctrinal and training publications print and publishing schedule based on changes provided by the proponents.

c. Coordinate Army doctrine and training publication reprints and replenishment actions for forms prescribed by doctrinal and training publications.

d. Provide instruction and assistance in publication and forms management functions, including support in staffing and development of proposed Department of Defense (DD) and DA forms for Army doctrinal and training publications.

e. Review selected publications (for training proponents where there is no editor assigned).

f. Ensure compliance with the requirements for DA printing of doctrinal and training publications.

g. Administer funds for the printing of all doctrinal and training publications.

h. Serve as the release authority for all doctrinal and training publications to APD.

i. Maintain the TRADOC official publications repository, the Central Army Registry (CAR) website. This is accomplished with support from the Army Capability Manager-Army Training Information System.

j. Ensure prescribing doctrinal and training publications and the forms they prescribe comply with all requirements for data collection. (See AR 25-98 and TP 25-40 for requirements for managing information.)

k. Manage the CAR website, one of the official websites for DA doctrinal and training publications and GTAs.

2-5. Director, Combined Arms Doctrine Directorate, U.S. Army Combined Arms Center

Director, Combined Arms Doctrine Directorate (CADD) will—

a. Serve as the CG CAC executive agent for Army doctrine, and therefore manage the Army Doctrinal and Training Publishing Program.

b. Serve as the preparing agency for TR 25-36 and TRADOC Form (TF) 25-36-1 (Publishing Checklist–TRADOC’s Army Doctrinal and Training Publishing Program).

c. Perform final quality control (using TF 25-36-1) on all draft final electronic files of Army doctrinal publications to ensure they are meeting Army and TRADOC publishing standards.

d. Prescribe the Doctrinal Publication Template for doctrine proponents and preparing agencies to use in preparing Army doctrinal publications.

e. Publish guidelines for using the Doctrinal Publication Template.

f. Provide instruction and assistance to doctrine proponents and preparing agencies on Doctrinal Publication Template use, writing and editing, and publication design.

2-6. Proponents and preparing agencies

Proponents will initiate, develop, coordinate, approve content for, and issue a publication, as well as identify a publication for removal. Preparing agencies (designated by a proponent) will initiate, prepare, and identify for removal the doctrinal, training, technical, and equipment publications sponsored by their proponents. Each publication has only one proponent. Proponents and preparing agencies will—

a. Perform TRADOC publishing duties established in TR 25-36 and TP 25-40.

b. Ensure publications they prepare conform to standards established in this regulation, AR 25-30, DA Pam 25-40, TR 25-36, TRADOC Supplement 1 to AR 25-1, and CAC directives.

c. Ensure publications they prepare are assigned the correct designation (for example, identified as controlled unclassified information (CUI)) or classification and are properly marked. See Department of Defense Instruction (DODI) 5200.48 for marking CUI and AR 380-5 for marking classified information.

d. Obtain written consent to use any copyrighted material. (See DA Pam 25-40 and AR 27-60 for guidance on using copyrighted material in Army publications.)

e. In accordance with AR 25-30 and AR 25-400-2, proponents will identify what records to retain and will determine the appropriate retention and disposition requirements.

(1) Determine if there is an existing record number, title, description and disposition found in the Records Retention Schedule-Army that fits the Army’s need to maintain the record. Identify the record number(s) on the DA Form 260-1 (Request for Publishing - DA Training, Doctrinal, Technical and Equipment Publications) and/or the DD Form 67 (Form Processing Action Request).

(2) If there isn’t an existing record number, title, description and disposition within the Records Retention Schedule-Army, then draft a proposed record disposition and obtain a staff

judge advocate review before forwarding the applicable DA Form 260-1, the DD Form 67, and draft publication to the PCO or FMO.

f. Proponents will cite Army records numbers in doctrine publications when the publication prescribes the creation of a record, for example, a form, report, information collection, plans, and decisions and actions.

g. Privacy Act of 1974. Proponents collecting information that will be maintained in a Privacy Act system of records, regardless of the medium used to collect the information (for example, forms, personal interviews, telephonic interviews, and other methods) will work with the organization privacy officer to develop a Privacy Act statement and consult legal counsel to ensure compliance in accordance with AR 25-22.

h. Information management collection. Proponents will review and comply with information collections requirements in accordance with AR 25-98.

2-7. Project leader

a. The project leader is the Soldier or DA Civilian assigned overall responsibility for developing a doctrinal publication. The project leader will ensure all writing team members fulfill their responsibilities and complete all tasks on time and to standard. This responsibility requires familiarity with this regulation, TP 25-40, and TR 25-36 for the doctrine process. The leader also establishes a climate that encourages cooperation among writing team members.

b. The proponent or preparing agency leadership may require an author to act as the project leader. This usually occurs when a project requires only one author. It is most appropriate when the author is permanently assigned to the proponent or preparing agency and thus able to oversee the project to its conclusion. When a project leader is not permanently assigned to the proponent or preparing agency, the organization leadership assigns responsibility for continuity of the project during turnover of project leaders. In some cases, the editor can provide this continuity.

c. In cases where all authors assigned to a project are contractor employees, the proponent or preparing agency will appoint a Soldier or DA Civilian to be the project leader. A Government employee must act as an official project leader since Government is required to ensure the contractor meets all contractual obligations and must act as the interface between the contractor and the contracting officer's representative. A Government employee is also required to formally represent the proponent or preparing agency at meetings associated with the project.

d. When a project includes authors or subject matter experts from more than one proponent or preparing agency, the proponent or preparing agency will appoint the project leader. The participating agencies establish the project leader's authority and the expectations of team members during planning for the project and formalize it in the program directive. The program directive serves as a memorandum of agreement between the agencies for the project. (See TR 25-36 for information on program directives.)

e. Specific project leader have specific responsibilities. If responsibilities require continuity, they should be assigned to team members who are permanently assigned to the preparing organization. Specific project leaders will—

(1) Maintain a project log and file of information associated with the project. (See TP 25-40 for project organization.)

(2) Confirm the requirement for the publication and begin development of the program directive. (See TR 25-36 for more information about program directives.)

(3) Develop a plan for completing the project, including establishing the project milestones and identifying new terms or changes to existing terms for which the publication is the source manual. This includes researching for, preparing, and obtaining approval of the program directive.

(4) Enforce the local procedure for maintaining version control of electronic files. Establish a procedure if one does not exist.

(5) Identify and coordinate all external reviews as specified in local procedures, allocating enough time to complete them at the appropriate points in the milestone schedule. These reviews may include any of the following: inspector general, Office of the Staff Judge Advocate, security manager, agency threat manager, and public affairs office.

(6) Brief the proponent or preparing agency leadership on progress of the publication, including reasons for including or not including field comments, as required by local procedures.

(7) Identify any critical or major comments that cannot be resolved to leadership for resolution as described in TR 25-36.

(8) Provide continuity to the project during a turnover of writing team members.

(9) Ensure deliverables meet the requirements stipulated in the contract for contracted team members.

(10) Act as the final authority for accepting material developed by subject matter experts as stipulated in the program directive.

(11) Determine whether copyrighted material recommended for inclusion by the author, graphic artist, or subject matter experts is worth the price of its use. Obtains proper release for all copyrighted material used. (See DA Pam 25-40 and AR 27-60 for guidance on using copyrighted material in Army publications.)

(12) Determine any actions that must be completed before submitting the DA Form 260-1 (Request for Publishing-DA Training, Doctrinal, Technical, and Equipment Publications) (such as exceptions to policy or requests to establish a form) and complete those actions.

(13) Identify the proponent terms used in the publication that merit nomination to become Army terms, following the guidelines in TR 25-36.

(14) When the publication prescribes a form, ensure the requirements outlined in DA Pam 25-40 are met.

(15) Ensure the publication meets copyright, legal, and proprietary requirements.

(16) Perform quality control checks of the final electronic file using TF 25-36-1.

(17) Determine the documents required for submission with the DA Form 260-1 publication request packet, assemble them, obtain the necessary approvals, and submit the request.

(18) Monitor the status of the DA Form 260-1 publication request packet throughout the publishing step. Resolves discrepancies detected during that task and make any required corrections to the final electronic file.

(19) Perform the checks listed in TP 25-40 and take corrective action as necessary when APD publishes the publication.

(20) Assign tasks to the editor based on the editor's background and experience. The project leader may assign a qualified team member to perform as a writer or editor.

2-8. Author

a. Proponents and preparing agencies assign authors to write publications based on their skills, experience, and knowledge in military subjects. Authors will identify with their readers and understand the readers' needs. Authors will write with confidence and authority, performing all necessary research and keeping abreast of important events in their field of expertise. Whether or not they have writing experience, authors will prepare technically accurate, relevant, and properly coordinated products. The information should not unnecessarily duplicate material from other Army, joint, Department of Defense, and other Service publications, and it must not violate copyright, legal, or Privacy Act laws.

b. The writing team determines any projected research requirements that might require funding, such as on-site observations of units at one of the combat training centers. The writing team addresses any requirements in paragraph 12 of the program directive. (See TR 25-36 for the details included in a program directive.) The authors will project funding requirements for visits in the program directive. They gather information on using new and modified equipment, review courses of instruction to ensure the information is based on most current doctrine, visit field exercises to gather feedback on doctrine, and observe unit planning, preparation, and execution of operations in accordance with most current doctrine.

c. The project leader is responsible for the contents of a publication. Specific author responsibilities are as follows:

- (1) Meet all project milestones.
- (2) Collaborate closely and continually with the editor, graphic artist, and contributing subject matter experts throughout the project.
- (3) Perform the following for CUI and classified information publications (those containing information authorized protection such as CUI), subject to a review by the appropriate security manager:
 - (a) Determine the overall classification or CUI designation of the publication.
 - (b) Determine the classification or CUI designation of each portion (including graphics) of the publication. (See DODI 5200.48 for discussions on CUI and AR 380-5 for discussions on classified information.)
 - (c) Determine the downgrading instructions for the publication (classified publications only).
 - (d) Ensure all pages, portions, and covers are marked in accordance with DODI 5200.48 and AR 380-5.
 - (e) Ensure the classification authorities are listed and identified in references.
- (4) Perform the research needed to develop the most complete, accurate, and up-to-date doctrine. This research includes identifying interoperability agreements and reviewing other Army, joint, multi-Service, and agency publications (including drafts) that may affect the contents of the publication. (See TR 25-36 for a list of factors and information sources to consult during research.)
- (5) Integrate capstone and keystone doctrine into the publication.
- (6) Ensure research identifies joint and Army publications that address doctrinal subjects related to the publication's subject.
- (7) Ensure the publication's content aligns with Army capstone and keystone doctrine. See TR 25-36, proponent doctrine, and related doctrine prepared by other proponents.
- (8) Coordinate with authors of other publications under development (including joint publications and those being prepared by other proponents or preparing agencies) to standardize content and minimize duplication among Army and joint doctrinal publications.
- (9) Prepare the outline and coordinate it with the editor. Obtain approval as established by local procedure prior to preparing the author's draft. Maintain the outline throughout the course of the project.

(10) If the author joins the project after the program directive is approved, expand the outline submitted with the program directive to address topics in the necessary detail. If the author is assigned to the project during planning, develop the proposed outline for the program directive and expands on it based on research.

(11) Use the STP Template to prepare drafts of STPs. It is available on Training and Education Developer Toolbox website. Use the Doctrinal Publication Template to prepare drafts of doctrine to maintain a current outline of the publication throughout the project. It is available on the Combined Arms Doctrine Directorate milBook (CADD milBook) website in the categories under the content tab.

(12) Coordinate with capability and training developers to ensure validated concepts and lessons learned from training are considered during publication development. See TR 25-36 and TR 71-20 for information on military concepts.

(13) Incorporate applicable interoperability agreements into the publication. See AR 34-1 and TR 25-36 for interoperability agreements.

(14) Recommend to the project leader any desired copyrighted material for inclusion in the publication. Identify copyrighted material used in the acknowledgements and source notes.

(15) Maintain a list of references cited in the publication; update and include this reference list in the publication.

(16) Maintain a file of sources used to prepare the publication, as specified in local procedures. This file includes all sources, government and nongovernment, that contain information that is used in the publication. The file includes all sources used, not only those requiring a copyright release.

(17) Staff the publication as specified in TR 25-36 and TP 25-40.

(18) Evaluate and incorporate comments resulting from staffing. Resolve as many comments as possible. Refer any critical or major comments that cannot be resolved to the project leader.

(19) Identify main entries for the index to the editor.

(20) Identify terms to be included the glossary to the editor.

(21) Identify terms used in the publication that merit nomination to become Army terms, following the guidelines in TR 25-36 to the project leader.

(22) Determine whether any existing joint or Army term meets the doctrinal requirement.

(23) In coordination with the editor, write draft definitions for proposed terms.

(24) Identify sources of graphics not produced by the writing team to the editor.

(25) Adhere to the writing style, the publication standards, and requirements prescribed in this regulation, DA Pam 25-40, and the Style Manual: An Official Guide to the Form and Style of Federal Government Publications by the Government Publishing Office (GPO) (hereafter referred to as GPO Style Manual).

(26) Comply with all regulations pertaining to the topics the publication addresses.

2-9. Editor

a. Editors will assist other writing team members in—

(1) Presenting information in the publication clearly, logically, and accurately.

(2) Accomplishing other publishing tasks.

b. Specific editor responsibilities are as follows:

(1) Review the author's outline for logical, coherent, balanced, and consistent organization and adjust it where necessary.

(2) Maintain a file of all approved editorial changes and other relevant information.

(3) Act as liaison between the author and graphic artist.

(4) Continually assess the publication's organization, based on the original outline. Make or recommend adjustments.

(5) Act as a test reader.

(6) Continually assess the text and revise it as necessary to ensure that—

(a) The text conforms to the rules of grammar and to the writing style and publication standards and requirements prescribed in this regulation, DA Pam 25-40, and the GPO Style Manual.

(b) The publication follows the TRADOC format prescribed by the Doctrinal Publication Template.

(c) Chapter titles and section and paragraph headings and subheadings are accurate, succinct, and parallel. Wordiness, redundancy, and acronyms are minimized.

(d) Textual references to publications, forms, and websites comply with standards in DA Pam 25-40.

(7) Identify passages where a graphic would aid reader comprehension or portions of the text would better function as graphics. Work with the graphic artist to develop appropriate figures or create the appropriate tables.

(8) Ensure all graphics that illustrate forms or formats comply with the standards in DA Pam 25-40.

(9) Format the publication using the Doctrinal Publication Template throughout the course of the project.

(10) Create tables and text figures.

(11) Ensure consistency of writing style, especially when different authors contribute to the publication. Perform a single-pen rewrite when necessary.

(12) For classified and CUI publications, ensure all portions are marked.

(13) Prepare the final electronic file:

(a) Ensure changes directed by the approving authority have been made.

(b) Ensure the file complies with requirements in TR 25-36, AR 25-30, and DA Pam 25-40.

(c) Ensure the file includes all applicable required elements and the wording of all required statements is correct.

(d) Verify the main and supplementary tables of contents and chapter tables of contents.

(e) Check the references for current forms, publications, and uniform resource locators.

(f) Compile the glossary.

(g) Prepare the index.

2-10. Graphic artist

a. Print-media graphic artists, also called illustrators, designers or—more specifically—graphic communicators. As a member of a writing team, the graphic artist's main responsibility is to prepare visual illustrations. Graphic artists also advise and assist on such matters as basic design concepts, effective use of graphics, integration of written and visual material, and technical and reproduction processes in the various stages of publication development. Graphic artists are sometimes called visual information specialists.

b. The Doctrinal Publication Templates automate numerous aspects of production formerly performed by a graphic artist. The editor lays out the publication in a word processing program.

c. Specific graphic artist responsibilities are as follows:

- (1) Create graphics that present the information in an interesting and comprehensible manner. (Normally, the editor creates tables and text figures.)
- (2) Prepare graphics to the standards established in TP 25-40.
- (3) Prepare figures illustrating forms to the standards established in DA Pam 25-40.
- (4) Advise the editor and author on consistent typography and layout.
- (5) Help the editor and author ensure the publication includes only essential and functional graphics.
- (6) Determine consistent illustration technique and photo treatment for each publication.
- (7) Determine the functional use of color.
- (8) Maintain a file of the sources of figures used in the publication.
- (9) Refer recommendations to use any copyrighted graphics to the project leader for decision.
- (10) For classified and CUI publications, ensure all graphics are portion-marked.

2-11. Subject matter expert

a. For the purposes of task management, a subject matter expert is a team member possessing expertise relevant to the project who may or may not be assigned to the doctrinal organization of the proponent or preparing agency.

b. Specific subject matter expert responsibilities are as follows:

- (1) Act as contributing author and reviewer. Contributions made by subject matter experts vary based on the nature of the project and individuals involved.
- (2) Respond to proponents who consult subject matter experts at their discretion, including subject matter experts provided by a technical review authority, if one is associated with the project. (See TR 25-36 for more information on subject matter experts and review authorities.)
- (3) Meet the expectations outlined in the program directive by the project leader. Once approved, the program directive serves as a contract between the proponent or preparing agency and the organizations to which the subject matter experts belong. Concurrence with the program directive indicates the participating organization is committed to providing the services of its subject matter expert as described in the program directive. This allows the project leader to determine the actual resources available for the project and to plan accordingly.

2-12. Training management

a. Training development is a vital component of TRADOC’s mission to prepare the Army for war. For this reason, every Soldier and DA Civilian in training management and training-related roles will develop effective training based on sound doctrine. TR 350-70 provides the authoritative policy for the training development process.

b. Specific training managers will—

a. Perform TRADOC publishing duties established in TR 25-36 and TP 25-40.

b. Ensure training publications they prepare conform to standards established in this regulation, AR 25-30, DA Pam 25-40, TR 25-36, and CAC directives.

c. Ensure training publications they prepare are assigned the correct classification (or identified as CUI) and are properly marked. (See DODI 5200.48 for marking CUI and AR 380-5 for marking classified information.)

2-13. Target audience

a. The target audience for this regulation is members of writing teams developing doctrinal and training publications. The secondary audience is the leaders and staffs responsible for managing various aspects of the Army Doctrinal and Training Publishing Program.

b. Specific target audience responsibilities are as follows:

(1) Use TP 25-40, TR 25-36, and TR 350-70.

(2) Read this regulation to understand the intricacies and working relationships with each other’s duties as outlined in TP 25-40.

(3) Complete and submit comments during staffing as described in TR 25-36.

Chapter 3 Team Writing

3-1. The writing team concept

a. A good writing team is exactly that—a team. Producing a quality publication that meets the needs of its target audience requires maximum cooperation and interaction among those responsible for developing it—the writing team members. The writing team’s composition depends on the nature of the project, available expertise, available hardware and software, and standard procedures of the proponent or preparing agency.

b. Writing team members are required to synthesize information and guidelines from several authorities when developing a publication. Team members will become familiar with the following authorities as well as this regulation:

- AR 25-30
- DA Pam 25-40
- All ADPs, especially ADP 1-01 and ADP 3-0
- TP 25-40
- TR 25-36
- DOD Dictionary of Military and Associated Terms
- FM 1-02.1
- FM 1-02.2

c. While AR 25-30 is the primary authority for publishing all departmental publications, to include doctrine and training, it does not address the process for developing these publications. Therefore, teams should become well informed with TR 350-70, TP 25-40, TR 25-36, and ADP 1-01. They refer to TR 25-36 for the doctrine development process and TR 350-70 for training authorities.

3-2. The writing team

a. Ideally, the writing team is formed at the beginning of a project and kept together until its completion. However, it is seldom possible to achieve this ideal. Military authors are sometimes unavailable during a writing project. Editors, and especially graphic artists, are usually members of more than one writing team; that is, they are required to support several projects at various stages simultaneously. Nonetheless, an effective project leader creates a climate that encourages teamwork and cooperation and assigns tasks in a way that allows all team members to maximize their contributions to the overall effort. Assigning tasks in this way may require coordinating development schedules with other project leaders to ensure tasks assigned to shared editors and graphic artists are scheduled in a manner that avoids overloading these team members.

b. The role of each position and the responsibilities associated with vary. Some responsibilities overlap between positions. For example, it is not unusual for the project leader to be the author. Similarly, the use of word processing programs has resulted in editors performing layout tasks previously associated with the graphic artist. The project leader is responsible for making best use of the skills and knowledge of all team members. Conversely, all team members are responsible for working together and helping each other perform their tasks. Specifically, each team member should check the work of the others throughout the course of the project. This cross-checking identifies errors and inconsistencies and contributes to consistency in content and presentation throughout the publication.

c. In some organizations, it is not uncommon for one person, the author, to perform all team tasks due to resource constraints. In these cases, that author may have to reach out to other organizations for assistance.

d. Most writing teams can include the following members: project leader, author, editor, graphic artist, and subject matter expert. Writing teams for more complex projects may also include subject matter experts who are not authors. (See TP 25-40 for writing guidance.)

Appendix A

References

Section I

Required Publications

Unless otherwise indicated, TRADOC publications and forms are available on the TRADOC administrative publications website at <https://adminpubs.tradoc.army.mil>. Army publications and forms are available on the Army Publishing Directorate website at <https://armypubs.army.mil/>. DOD issuances and forms are available at <https://www.esd.whs.mil/DD/>.

AR 25-30
Army Publishing Program

DA Pam 25-40
Army Publishing Program Procedures

TP 25-40
Publishing Program Procedures for Army Doctrinal and Training Publications

TR 25-36
The U.S. Army Training and Doctrine Command Doctrine Publishing Program

TR 350-70
Army Learning Policy and Systems

Section II

Related Publications

A related publication is a source of additional information. The user does not have to read a related reference to understand this publication.

ADP 1-01
Doctrine Primer

ADP 3-0
Operations

AR 25-22
The Army Privacy and Civil Liberties Program

TRADOC Regulation 25-30

AR 25-98
Information Management Control Requirements Program

AR 25-400-2
The Army Records Management Program

AR 27-60
Intellectual Property

AR 34-1
Interoperability

AR 380-5
Army Information Security Program

DA Pamphlet 25-403
Army Guide to Recordkeeping

DOD Dictionary of Military and Associated Terms (<https://jdeis.js.mil/jdeis/index.jsp>)

DODI 5200.48
Controlled Unclassified Information (CUI)

FM 1-02.1
Operational Terms

FM 1-02.2
Military Symbols

GPO Style Manual: An Official Guide to the Form and Style of Federal Government Publishing.
(Available at <https://www.govinfo.gov/collection/gpo-style-manual?path=/GPO/>).

TP 350-70-1
Training Development in Support of the Operational Domain

TP 350-70-14
Training and Education Development in Support of the Institutional Domain

TR 71-20
Concept Development, Capabilities Determination, and Capabilities Integration

TRADOC Supplement 1 to AR 25-1
Army Information Technology

Section III

Referenced Forms

DA Form 260-1
Request for Publishing–DA Training, Doctrinal, Technical, and Equipment Publications

DA Form 2028
Recommended Changes to Publications and Blank Forms

TF 25-36-1
Publishing Checklist–TRADOC’s Army Doctrinal and Training Publishing Program

Section IV

Websites

Army Publishing Directorate (APD)
<https://armypubs.army.mil/>

Army Records Information Management System (ARIMS)
<https://www.arims.army.mil/>

Central Army Registry
<https://atiam.train.army.mil/catalog/>

Combined Arms Doctrine Directorate milBook (CADD milBook)
<https://www.milsuite.mil/book/groups/cadd/content>

TRADOC Administrative Publications
<https://adminpubs.tradoc.army.mil/index.html>

Training and Education Developer Toolbox (TED-T)
<https://cacmdc.army.mil/armyu/TEDT/Pages/Toolbox.aspx>

Appendix B

Records Management

B-1. Army Records Information Management System (ARIMS)

See ARIMS RRS-A records information for information management category, AR 25-30 publication record numbers and dispositions.

B-2. Manage records in accordance with the RRS-A in ARIMS

Each proponent will manage their individual publication records according to DA Pamphlet 25-403, following the most current RRS-A.

TRADOC Regulation 25-30

a. Record number 25-30cc1, record title Combat/training development guidance – Office responsible for preparing Catalog of Approved Requirement Documents (CARDS), record description information relating to preparation, review, and issue of the CARDS. Included is information reflecting approval, disapproval, deletions and changes to materiel requirement documents, policies and procedures relating to CARDS, and copies of published CARDS or changes thereto.

b. Record number 25-30dd1, record title Non-Army doctrine comments – Office responsible for coordinating and developing the Army position, record description Information related to reviewing and commenting on Air Force, Navy, and Marine Corps doctrine which may have an implication on Army operations, but which does not result in publication of joint doctrine. Included are copies of the review manuscripts, coordinating actions, and communications relating to the other Services doctrine.

c. Record number 25-30i2, record title Centralized instruction background files – Headquarters DA (HQDA), Army command (ACOM), and subordinate command headquarters, record description Centralized instruction background files – HQDA, ACOM, and subordinate command headquarters, and elements in a combat zone. Information relating to the preparation, review, and issue of regulations, memorandums, circulars, and comparable publications, studies, exceptions to policy (also known as waivers), coordinating actions, recommendations, concurrences, and similar information that provides a basis for issuance or that contributes to the content of the publication. Included are information accumulated by offices of HQDA, ACOM, and subordinate command headquarters, and elements in a combat zone.

Note. This file number is provided for use when it is economical and efficient to maintain instruction background information in a central file within a headquarters. Other offices responsible for preparing instructions will use file number 25-30q1 or 25-30q2, Decentralized background instructions.

d. Record number 25-30k, record title copyright authorizations. Information authorizing the use of copyright material, such as letters and agreements from publishers, authors, or copyright owners. Note: When the related instruction file is scheduled for permanent retention, this information may be filed with and classified as instruction files.

e. Record number 25-30mm, record title Publication record sets – Headquarters, Department of the Army, Chief of Staff, HQDA staff agency, major command, and subcommand, record description One copy of each publication or change issued, within the categories and at the levels of command specified below. Publications within this set will be filed numerically. Each folder or binder of the record set will be distinctly marked “Record Set.” Commanders will ensure that each record set is complete and that it is retired to the appropriate records center. U.S. Army Publishing Agency will maintain record sets of publications authenticated by the Administrative Assistant to the Secretary of the Army. Every office responsible for preparing and issuing other publications will maintain record sets of its publications that are not authenticated by The Administrative Assistant to the Secretary of the Army. Publications to be included in publication record sets are limited to—

(1) Headquarters, Department of the Army publications as follows: Army regulations, memorandums, circulars, and pamphlets; civilian personnel circulars, pamphlets, regulations, procedures manuals, and technical bulletins; periodicals, posters, tables of organization and equipment, equipment modification lists, field manuals, and technical manuals.

(2) Chief of Staff regulations and memorandums, HQDA staff agency, major command, and subcommand publications as follows: Regulations and supplements thereto, circulars, pamphlets, posters, and memorandums, but not assignment memorandums or memorandums issued by and applicable to a single element of a headquarters. DA Form 2028, when applicable.

f. Record number 25-30q1, record title Decentralized instruction background files, record description HQDA, ACOM, major subcommand Headquarters and elements in a combat zone or designated as a combat support element in a combat zone. Information on preparing, coordinating, issuing, and interpreting directives, regulatory instructions, and comparable instructional material. This information accumulates in the office in charge of preparing the instruction. Included are coordinating actions, studies, interpretations, and published record copies of instructions (such as regulations, supplements, memorandums, circulars, pamphlets, and bulletins), messages used for expeditious interim changes to instructions, technical newsletters or comparable media used to send semi-official and authoritative instructions, and exceptions or waivers to those instructions.

g. Record number 25-30rr1, record title Doctrinal/training media formulation files – Office responsible for preparation, final review, approval, or resolution of nonaccepted comments, record description Information relating to preparations, review, issuance, and interpretation of operational doctrine, including joint doctrine. Included are coordinating actions on proposed doctrine, copies of published doctrine, and recommendations and communications relating to published doctrine.

Note. This is only a partial list of records created for doctrine and training publications. Refer to the ARIMS Records Retention Schedule-Army for the record retention duration and instructions at <https://www.arims.army.mil>.

Glossary

Section I

Abbreviations

ACOM	Army command
ADDIE	analysis, design, development, implementation, and evaluation
ADP	Army doctrine publication
APD	Army Publishing Directorate
AR	Army regulation
ARIMS	Army Records Information Management System
ATSC	U.S. Army Training Support Center
CAC	U.S. Army Combined Arms Center

CADD	Combined Arms Doctrine Directorate
CAR	Central Army Registry
CARDS	Catalog of Approved Requirement Documents
CG	commanding general
CUI	controlled unclassified information
DA	Department of the Army
DD	Department of Defense
DOD	Department of Defense
DODI	Department of Defense instruction
FM	field manual
FMO	forms management officer
GPO	Government Publishing Office
GTA	graphic training aid
HQDA	Headquarters, Department of the Army
Pam	pamphlet
PCO	publication control officer
RRS-A	Records Retention Schedule-Army
STP	Soldier training publication
TF	U.S. Army Training and Doctrine Command form
TP	U.S. Army Training and Doctrine Command pamphlet
TR	U.S. Army Training and Doctrine Command regulation
TRADOC	U.S. Army Training and Doctrine Command
U.S.	United States

Section II

Terms

Army doctrine

Fundamental principles with supporting tactics, techniques, procedures, and terms and symbols by which operating forces and elements of the institutional force that directly support operations guide their actions in support of national objectives. It is authoritative but requires judgment in application.

authentication

The acts, orders, and directions of the Secretary of the Army that indicates an Army publication is an official, properly coordinated document. It constitutes clearance of the publication's content for Army-wide dissemination, and signifies that appropriate coordination was accomplished.

check

A quality control technique that involves confirming that a specific item or group of items meets publication standards.

command publication

A publication issued by a command or agency within the Department of the Army that establishes policy or procedures for that command or agency.

format

The mandated arrangement and appearance of material in doctrinal publications, including the styles used for headings and body text, the layout of material on a page, and the order of divisions within doctrinal publications. TRADOC establishes the format for doctrinal publications in the current Doctrinal Publication Template. See also layout, organization.

graphic

A boxed display of information set apart from the body text as a figure or table. Graphics explain or clarify material or replace complex narratives with a simpler, more easily understood explanation.

layout

The order of presentation of various parts of the book, including the arrangement of textual matter and graphics on a page.

preparing agency

Any agency designated by a proponent to develop and coordinate an official publication for the proponent's area of responsibility.

proponent

The agency or command responsible for initiating, developing, coordinating, and approving content; issuing a publication; and identifying a publication for removal. Each publication has only one proponent.

style

In such matters as punctuation and capitalization, the usage preferred by a publishing house or organization.

task

A clearly defined action or activity specifically assigned to an individual or organization that must be done as it is imposed by an appropriate authority.

template

A sample word-processing document that contains the font styles and formatting commands needed to place a publication in the correct format for authentication dissemination.