02 January 2023

Information Management: Publishing and Distributing

The U.S. Army Training and Doctrine Command Doctrine Publishing Program

FOR THE COMMANDER:

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History. This is a major revision to TRADOC Regulation 25-36. This regulation establishes policy and procedures for doctrinal publications.

Summary. This U.S. Army Training and Doctrine Command regulation prescribes policy for U.S. Army Training and Doctrine Command management and development of Army doctrinal publications as well as for 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 process.

Applicability. This regulation applies to U.S. Army Training and Doctrine Command organizations responsible for developing Army doctrine and who are the lead for developing multi-Service doctrinal publications. It advises proponents when to develop training circulars and technical manuals in lieu of doctrine. It also applies to non-U.S. Army Training and Doctrine Command organizations that develop Army doctrine in accordance with AR 5-22 and AR 25-30.

Proponent and exception authority. The proponent of this regulation is the Commanding General, U.S. Army Combined Arms 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 has the authority to approve exceptions or waivers to this regulation

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*This regulation supersedes TRADOC Regulation 25-36, dated 21 May 2014.

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 AR 25-30 for specific guidance.

Army management control process. This regulation contains management control provisions in accordance with AR 11-2, but it does not identify key management controls that must be evaluated.

Supplementation. Supplementation of this regulation and establishment of command and local forms is prohibited without prior approval from the Commanding General, U.S. Army Combined Arms Center (ATZL-MCD), 300 McPherson Avenue, Building 463, Fort Leavenworth, KS 66027-1300.

Suggested improvements. Users are invited to send comments and suggested improvements on Department of the Army Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commanding General, U.S. Army Combined Arms Center (ATZL-MCD), 300 McPherson Avenue, Building 463, Fort Leavenworth, KS 66027-1300 or via email at usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@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 25-36
The U.S. Army Training and Doctrine Command Doctrine Publishing Program

This revision, dated 02 January 2023—

o Updates responsibilities (chap 2).

o Adds to submit waiver or exception to policy early in the development process timing to (para 2-10w).

o Adds language for U.S. Marine Corps decision to partner during a program directive staffing (paras 2-11g, 2-12, 4-4d, and 4-17b(1), and figure 4-2).

o Adds language for multi-Service (non-Air Land Sea Application) covers (para 4-17b(1)).

o Removes all inclusions of Army doctrine reference publications as a valid doctrine publishing designator (para 3-4).

o Updates descriptions of the Army doctrine and Army techniques publications (para 3-4).

o Updates information for preparing training circulars and technical manuals (paras 3-4 and 3-6a).

o Adds legal counsel responsibility (para 3-8b(3)(a)).

o Updates program directive example and discussion (para 4-4c).

o Updates staffing draft requirements (para 4-10b).

o Updates cover discussion for multi-Service publications (para 4-17b).

o Updates Army Publishing Directorate publishing requirements (para 4-18a).

o Updates the boards, working groups, and committees (para 5-2).

o Updates management tools (para 5-3).

o Modifies wording of terminology paragraph in preface (para B-4 and figure H-1).

o Updates the policy for symbols (para B-6).

o Updates functional categories, numbers, and doctrine/proponent titles (table C-1).

o Adds copyright violation and plagiarism guidance (app E).

o Updates discussion concerning marking a document for limited distribution (para G-3).

o Updates reference to revised DA Form 260-1 (Request for Publishing-DA Training, Doctrinal, Technical, and Equipment Publications) throughout.

o Replaces reference to Joint Publication 1-02 with Department of Defense Dictionary of Military and Associated Terms throughout.

o Prescribes TRADOC Form 25-36-1 (Publishing Checklist–TRADOC's Army Doctrinal and Training Publishing Program).

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Contents

Contents

Table list

Figure list

Contents

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Chapter 1
Introduction

1-1. Purpose

a. This regulation establishes the U.S. Army Training and Doctrine Command (TRADOC) Doctrine Publishing Program and prescribes the policy and procedures for the development of U.S. Army doctrine publications per AR 25-30. The Doctrine Publishing Program establishes regulatory standards to ensure consistency and standardization of doctrine publications.

b. This regulation assigns responsibilities to Army and branch proponents within TRADOC and non-TRADOC organizations that develop Army doctrinal publications when applicable under provisions of AR 5-22, AR 25-30, DA Pamphlet (DA PAM) 25-40, and this regulation.

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 PAM 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 5-4 and appendix I for specific records management requirements on the Army Doctrinal and Training Publishing Program.

1-6. Doctrine program proponency assignments
AR 5-22 designates TRADOC as the lead doctrine and training developer for the Army. AR 25-30 provides Commanding General (CG), TRADOC the authority to develop and maintain policy for the development of Army doctrinal publications. The CG, TRADOC assigned CG, U.S. Army Combined Arms Center (CAC) as the TRADOC lead for doctrine. See TRADOC Regulation (TR) 10-5. CG, CAC assigns responsibilities to TRADOC doctrine proponents and may designate a TRADOC organization as doctrine proponent for areas not specified in AR 5-22. As the TRADOC lead for doctrine, CAC executes staff management for Army doctrine policy and is the TRADOC lead for joint, multi-Service, and multinational doctrine

development. The agencies listed in paras 2-2 through 2-13 assist CG, CAC in executing the TRADOC doctrine core function.

Chapter 2
Responsibilities

2-1. Commanding General, U.S. Army Training and Doctrine Command
CG, TRADOC will—

a. Serve as the lead doctrine developer for the Army.

b. Approve TRADOC doctrine policy.

c. Chair selected doctrine review and approval groups (DRAGs) when CG, TRADOC or Chief of Staff, Army (CSA) is the approval authority for Army doctrine publications (ADPs), as listed in para 2-12a.

d. Serve as the approval authority for select doctrine.

e. Be the Army's functional proponent for Army-wide doctrine. AR 5-22 establishes specific proponencies. For proponency of areas not covered by AR 5-22, the CG, TRADOC may designate or assign a TRADOC organization as the proponent. Per AR 25-30, the CG, TRADOC delegates this authority to the CG, CAC.

2-2. Commanding General, U.S. Army Combined Arms Center
CG, CAC as TRADOC lead will—

a. Serve as the core function lead for the doctrine core function in accordance with TR 10-5.

b. Serve as doctrine proponent for selected Army doctrine publications listed in table 2-1.

c. Manage the TRADOC Doctrine Publishing Program:

(1) Approve support agreements between CAC and other Army commands (ACOMS), Army Service component commands (ASCCs), direct reporting units (DRUs), and Services directly related to the TRADOC Doctrine Publishing Program. See TR 1-11 for agreements.

(2) Assign doctrine proponents, within TRADOC, to areas not addressed in AR 5-22.

(3) Be the approval authority for all program directives (PDs) for doctrine publications.

(4) Be the approval authority for all ADPs and field manuals (FMs), except those retained by the CSA or delegated for approval to non-TRADOC proponents. The CSA can delegate approval authority to the CG, TRADOC.

(5) Provide staff coordination for doctrine publications prepared by non-TRADOC doctrine proponents in accordance with this regulation.

Table 2-1
Army doctrine publications, doctrine proponents, and approval authorities

Number	Title	Proponent	Approval authority
ADP 1	The Army	CAC	CSA
ADP 1-01	Doctrine Primer	CAC	CG, CAC
ADP 2-0	Intelligence	Intelligence Center of Excellence (COE)	CG, CAC
ADP 3-0	Operations	CAC	CSA
ADP 3-05	Special Operations	Special Operations COE	CG, CAC
ADP 3-07	Stability	CAC	CG, CAC
ADP 3-19	Fires	Fires COE	CG, CAC
ADP 3-28	Defense Support of Civil Authorities	CAC	CG, CAC
ADP 3-37	Protection	Maneuver Support COE	CG, CAC
ADP 3-90	Offense and Defense	CAC	CG, CAC
ADP 4-0	Sustainment	Sustainment COE	CG, CAC
ADP 5-0	The Operations Process	CAC	CG, CAC
ADP 6-0	Mission Command: Command and Control of Army Forces	CAC	CG, CAC
ADP 6-22	Army Leadership	CAC	CSA
ADP 7-0	Training	CAC	CSA

(6) Be the sole signature authority for DA Form 260-1 (Request for Publishing-DA Training, Doctrinal, Technical, and Equipment Publications) for Army doctrinal publications. This signature authority is normally delegated to Director, Combined Arms Doctrine Directorate (CADD).

(7) Publish annual guidance and priorities for doctrine development.

(8) Coordinate and determine the publishing, printing, and distribution requirements for doctrine publications based on recommendations from doctrine proponents.

(9) Ensure Army doctrine is prepared in accordance with guidance in AR 25-30, DA PAM 25-40, TR 25-30, TRADOC Pamphlet (TP) 25-40, and this regulation.

(10) Ensure electronic publications (ePUBs) are published for unrestricted authenticated doctrine.

(11) Coordinate and determine publishing and distribution requirements for doctrine supplements such as audio books and documentaries based on recommendations from doctrine proponents.

d. Integrate Army doctrine internally (among doctrine publications) and externally (with joint and multinational doctrine):

(1) Manage the Army doctrine hierarchy, to include assigning publication numbers to doctrine publications.

(2) Review all lower-level doctrine publications to ensure they are consistent with the Army doctrine hierarchy.

(3) Ensure all doctrine publications use standard terms and symbols in accordance with FM 1-02.1, FM 1-02.2, and Department of Defense (DOD) Dictionary of Military and Associated Terms, and are consistent with the procedures in appendix B of this regulation.

(4) Ensure Army doctrine is consistent with joint and multinational doctrine, where appropriate.

(5) Execute the doctrine process (see chapter 4) for doctrine publications for which CAC is responsible.

(6) Assign an Army-specific doctrine publication number during the PD staffing and approval process in close coordination with the appropriate doctrine proponent.

(7) Ensure Army-specific doctrine publications and PDs with content related to joint doctrine are sent for review to the Army Deputy Chief of Staff (DCS), G-3 (Operations), or appropriate lead DA staff element, other Services, combatant commands, ACOMs, ASCCs, DRUs, Reserve Components, TRADOC schools and centers of excellence, operating forces, and non-TRADOC doctrine proponents, as applicable.

e. Establish, review, and coordinate policy for the Army doctrine process and doctrine management for doctrine proponents:

(1) Maintain this regulation, TRADOC Form (TF) 25-36-1 (Publishing Checklist–TRADOC's Army Doctrinal and Training Publishing Program), TP 25-40, and TR 25-30.

(2) Approve requests for exceptions to TRADOC Doctrine Publishing Program policy and recommending approval for exceptions to Army policy to the Administrative Assistant to the Secretary of the Army.

(3) Maintain the Army Doctrine Literature Master Plan (DLMP) and ensure it is maintained in the Training and Doctrine Development-Quality Assurance Management System (TD2-QA) on the TD2-QA website.

(4) Develop policy for printing, distributing, storing, rescinding, and retrieving doctrine publications, to include the use of digital libraries and digital media.

(5) Continually evaluate extant policy and coordinate with CAC and TRADOC chief knowledge officers on new technology for ways to improve the doctrine process and management.

f. Represent the Army in multinational doctrine committees:

(1) Provide the U.S. Head of Delegation to the North Atlantic Treaty Organization (NATO) Land Operations Working Group. Typically, the CG, CAC delegates this responsibility to the CADD Director.

(2) Provide the senior U.S. representative (or U.S. lead, when so designated) to the American, British, Canadian, Australian, and New Zealand (ABCANZ) Armies' Standardization Program Command Capabilities Group. Typically, the CG, CAC delegates this responsibility to the CADD Director.

(3) Provide representatives to other multinational doctrine forums addressing areas for which CAC has U.S. Army proponent responsibilities.

(4) Write multinational doctrine, in areas for which CAC is the doctrine proponent, for the equivalent U.S. Army doctrine, when the U.S. is assigned as custodian.

 g. Serve as the TRADOC lead for joint and multinational doctrine:

(1) Recommend appropriate Army doctrine for inclusion into joint and multinational doctrine.

(2) Write select joint doctrine when designated as the primary review authority (PRA) by Headquarters, Department of the Army (HQDA).

(3) Review and staff, within TRADOC, all draft joint and multinational doctrine; identify and consolidate areas of concern to DCS, G-3/5/7 (Operations, Plans, and Training) or appropriate lead DA staff element for consideration; and providing a consolidated TRADOC comment matrix to DCS, G-3/5/7 or appropriate lead DA staff element.

(4) Assign a PRA, or technical review authority (TRA), to appropriate TRADOC schools and centers of excellence.

(5) Provide a consolidated TRADOC multinational doctrine DLMP input via the TD2-QA. This includes workload requirements for NATO and ABCANZ publications for all doctrine proponents.

(6) Resolve specific multinational doctrine-related proponency issues within TRADOC.

h. Serve as TRADOC representative to Air Land Sea Application (ALSA) Center:

(1) Provide the Army member to the ALSA joint action steering committee.

(2) Provide the Army Service Joint Doctrine Directorate for ALSA.

(3) Be the Army approval authority for ALSA publications.

(4) Staff for review of, adjudicating all Army comments on, and providing the Army position on ALSA publications.

(5) Coordinate for Army unit and TRADOC subject matter expert (SME) support for ALSA working groups.

(6) Coordinate foreign disclosure on ALSA publications for which the Army has representation.

(7) Assign an Army publication number for multi-Service publications the Army helps to develop in close coordination with the appropriate doctrine proponent.

i. Perform the following general functions:

(1) Provide consolidated doctrine resource requirements for the program objective memorandum to the CAC, G-8.

(2) Provide doctrinal SME support for the Doctrine Developers Course.

(3) Support the U.S. Army Futures Command's modernization process.

(4) Maintain the Army Universal Task List (AUTL) and establish linkage of the AUTL to the Universal Joint Task List (UJTL) in CJCSM 3500.04F. (See appendix F for information on AUTL submissions.)

(5) Provide administrative assistance to DCS, G-2 (Intelligence), Headquarters (HQ) TRADOC, in preparing opposing force publications.

(6) In coordination with the Army Career Program (CP) 32 Management Officer, provide a doctrine SME to support the CP 32 doctrine, training, and capabilities developer training and education in accordance with the Army Civilian Training, Education and Development System (ACTEDS).

(7) Provide a doctrine SME to support the Army Quality Assurance Program, executed by HQ TRADOC, who is responsible to conduct the doctrine portion of the accreditation.

2-3. Director, Combined Arms Doctrine Directorate, U.S. Army Combined Arms Center
Director, Combined Arms Doctrine Directorate will execute CG, CAC's doctrine proponency responsibilities. These include all responsibilities listed in para 2-2 except those that CG, CAC retains.

2-4. U.S. Army Training Support Center, U.S. Army Combined Arms Center-Training
ATSC, CAC-Training will—

a. Provide a TRADOC departmental publications control officer (PCO) and a TRADOC Departmental Forms Management Officer (FMO) in accordance with AR 25-30 and DA PAM 25-40.

b. Establish the budget and manage the annual funding of doctrinal and training print requirements.

c. Provide automation support for the development, management, electronic storage, and retrieval of Army doctrine.

d. Manage and maintain the TRADOC Central Army Registry (CAR) website.

e. Administer TRADOC Army Doctrinal and Training Publishing Program (ADTPP) print funds for doctrine publications according to priorities established by CAC.

f. Administer replenishment actions for printed doctrine publications.

g. Perform final processing of, forward, and track approved doctrine publications to the U.S. Army Headquarters Services, Army Publishing Directorate (APD) for authentication, publication, and electronic distribution. Hard copy distribution is performed by Army Material Command (AMC) Printing Management Division (PMD).

h. Ensure the doctrine products posted on the CAR are consistent with APD's posted doctrine products.

i. Manage and control all prescribed forms in doctrinal publications. The TRADOC Departmental FMO reviews all staffed draft doctrinal publications. The TRADOC Departmental FMO comments on any new or revised forms that may require a Department of Defense (DD) Form 67 (Form Processing Action Request), APD approval, or DOD Forms Management Branch approval. The TRADOC Departmental FMO provides copies of proponent draft doctrinal publication forms to the APD Forms Management Branch early in the development process (initial draft or final draft staffing) to obtain early form approval to enable timely authentication of publication.

j. Notify APD by email to immediately remove a doctrinal publication from the APD website as result of a proponent's request (verbal or email) due to unsafe or erroneous information in the publication. The proponent immediately sends a DA Form 260-1 rescission to follow the email.

k. Prepare and host selected doctrinal publications on the CAR as interactive digital products that may contain text, audio, video, animation, three-dimensional images, simulations, and manipulatable objects. These altered products differ from the official departmental doctrine publications; therefore, these products are considered TRADOC doctrine supplements.

2-5. Commanding General, Army Futures Command
As the future force proponent, CG will develop how future organizations will fight with new technology and identify doctrine, organization, training, materiel, leadership and education, personnel, facilities and policy (DOTMLPF-P) implications. The future force proponent is the authority for concepts that guide the development of the future force and is responsible for developing and approving Joint Capabilities Integration and Development System requirements.

2-6. Deputy Chief of Staff, G-2 (Intelligence) Headquarters U.S. Army Training and Doctrine Command
Deputy Chief of Staff, G-2 (Intelligence) HQ TRADOC will—

a. Review operational environments and threat-related information in Army, joint, and multi-Service doctrine publications for accuracy.

b. Write or revise the operational environment and threat portions of selected doctrine publications to ensure accuracy.

c. When requested by HQ TRADOC and non-TRADOC doctrine proponents, review doctrine publications and draft doctrine for releasability to U.S. and foreign government and internal organizations.

2-7. Deputy Chief of Staff, G-8 (Resource Management), Headquarters U.S. Army Training and Doctrine Command
DCS, G-8 will provide resources to sustain the TRADOC Doctrine Publishing Program.

2-8. Deputy Chief of Staff, G-6 (Command, Control, Communications, and Computers), Headquarters U.S. Army Training and Doctrine Command
DCS, G-6 will provide technical advice and staff oversight of TRADOC's administrative publications, records management, electronic publishing, internet services, and technical review for new technology assessment and automation standards.

2-9. Director, Command Safety Office, Headquarters U.S. Army Training and Doctrine Command
Director, Command Safety Office, HQ TRADOC will—

a. Provide staff oversight to ensure the integration of safety and risk management issues into Army and joint doctrine.

b. Be the proponent for Army risk management doctrine.

2-10. Army doctrine proponents
Doctrine proponents (see table 2-2) execute the doctrine process for doctrine publications for which they are responsible. Doctrine proponents will—

Table 2-2
Army doctrine proponents

U.S. Army Training and Doctrine Command (TRADOC) Centers of Excellence	
Aviation Center of Excellence	Soldier Support Institute
Center for Initial Military Training	Sustainment Center of Excellence
Cyber Center of Excellence	TRADOC Safety Office
Fires Center of Excellence	United States (U.S.) Army Combined Arms Center
Intelligence Center of Excellence	U.S. Army Center of Military History (CMH)
Maneuver Center of Excellence	U.S. Army Chaplain Center and School
Maneuver Support Center of Excellence	U.S. Army Medical Center of Excellence (MEDCOE)
Mission Command Center of Excellence	
Non-TRADOC Agencies	
Special Operations Center of Excellence	The U.S. Army Public Affairs Center
The Judge Advocate General's Legal Center and School	U.S. Army Space and Missile Defense Center of Excellence

a. Comply with this regulation and applicable parts of TR 25-30, TP 25-40, AR 25-30, and DA PAM 25-40.

b. Prepare selected ADPs listed in table 2-1.

c. Determine annual doctrine development requirements and submit them through the DLMP and provide PDs to CAC for approval. Non-TRADOC doctrine proponents staff their annual prioritization and requirements with CAC for endorsement.

d. Develop and revise proponent, selected multi-Service, and, when tasked as a PRA or custodian, joint and multinational doctrine publications per this regulation, Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 5120.02E, Chairman of the Joint Chiefs of Staff Manual (CJCSM) 5120.01B, and Allied Administrative Publication (AAP) -03(K) and AAP-47(C) policy.

e. Ensure that doctrine publications they prepare conform to appropriate formatting standards established by CADD and APD.

f. Review all their doctrine publications at least every 18 months for relevancy and currency using the characteristics established in para 3-7. Recommend new doctrine publications and updates to or rescission of existing publications based on this review.

g. Ensure ratified and promulgated NATO standardization agreements (STANAGs) and AAPs identified for implementation are considered, including any U.S. reservations.

h. Prepare and staff PDs for new and revised doctrine publications. See para 4-4c for PD preparation. Line 13 in the PD states if the Marine Corps will or will not partner with the proponent on the publication to establish it as a multi-Service publication. If the Marine Corps will partner, then the PD identifies the Marine Corps point of contact (POC) and publication approval authority. Forward completed PDs to CAC for approval.

i. Staff all proponent draft doctrine with other doctrine proponents and other organizations or agencies affected by the doctrine. See para 4-10 for staffing.

j. Conduct DRAGs for those proponent publications for which they have unresolved nonconcurrences.

k. When doctrine publication development is complete, submit a final electronic file (FEF), TF 25-36-1, a consolidated adjudicated comment matrix, a completed DA Form 260-1, and if applicable, a processed DD Form 67, its prescribed form(s) incorporated in the publication, and any waivers to CG, CAC (ATZL-MCD) via email for signature by the Director, CADD. CADD forwards the signed DA Form 260-1, FEF, and all other supporting documents through U.S. Army Training Support Center (ATSC) to APD for authentication.

l. Recommend the initial print distribution of proponent doctrine in accordance with guidelines in chapter 4.

m. Ensure the content of proponent doctrine publications is consistent with higher-level Army, joint, multi-Service, and multinational doctrine if applicable.

n. Review and implement interoperability agreements the U.S. ratified per AR 34-1. Identify in doctrine publications the interoperability agreements those publications put into practice, per TR 25-30.

o. Review other proponent doctrine in accordance with criteria (se para 3-8). Review joint, multi-Service, and multinational draft doctrine on subjects within their proponent areas when requested by CADD, CAC. TRADOC doctrine proponents forward comments directly to CADD for incorporation into the TRADOC consolidated comment matrix. Non-TRADOC doctrine proponents forward their comments to the appropriate command for submission. When specifically tasked by the Army staff, proponents are expected to provide representation to multinational doctrine forums.

p. Provide input for the doctrine publications portion of the annual ADTPP print requirements in accordance with ATSC and CAC guidance.

q. Update the proponent portion of the DLMP as changes occur via the TD2-QA. Use the DLMP as a management tool to forecast the life cycle sustainment of doctrine publications they develop. Use requirements to support justification of resource requirements above the table of distribution and allowance authorizations, if needed.

r. Develop generic enterprise (non-personal), secure internet protocol router network (non-personal) doctrine email addresses that allow uninterrupted receipt of administrative information. Send the addresses to CADD, CAC at usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil for posting on the CADD milBook website and distribution throughout the doctrine community.

s. Use Army knowledge networks and Army professional forums as much as possible to support doctrine development.

t. As doctrine publications are developed or reviewed, carefully analyze content and apply appropriate classification markings and distribution statements as required by policy and regulations, or as appropriate handling and classification guidelines dictate. AR 380-5 provides the policy for classification, downgrading, declassification, and safeguarding of information requiring protection in the interest of national security. See AR 380-10 for foreign disclosure. See DODI 5230.24 for distribution statements. See DODI 5200.48 for controlled unclassified information. The latter prohibits using Distribution Statement F on classified or unclassified scientific and technical documents and limits using Distribution Statement F in other publications.

u. Use the Army Doctrine milWiki website to the maximum extent possible to garner information from the force to rapidly develop Army techniques publications (ATPs). The milWiki is a web-based tool used to gather lessons learned and best practices from users to support the doctrine development tool. See para 4-19 for milWiki.

v. Staff all draft doctrinal publications (initial and final) that contain prescribed forms (if applicable) as early as possible in the development process with ATSC Replication and Distribution Office via email usarmy.jble.cac.mbx.atsc-adtlp@army.mil for early coordination with the APD Forms Management Branch. Identify any new or revised forms that may require action by the TRADOC Departmental FMO (include a DD Form 67 or APD Forms Management Branch approval).

w. Submit any requested waivers or exceptions to policy (AR 25-30, DA PAM 25-40, AR 25-38, and DA PAM 25-38), such as printing an ATP to AMC PMD (via CAC or CADD and ATSC) early in the development process before submitting a DA Form 260-1. Submit an approved waiver or exception to policy with the DA Form 260-1 to preclude delaying publication actions.

x. Have their center of excellence commanding general or commandant approve content of their doctrinal publications before submitting the DA Form 260-1 publication packet to CADD.

y. Execute memorandums of agreement with other Services for multi-Service publications for which they are designated the lead Service agency after staffing and approval by deputy commanding general or chief of staff TRADOC in accordance with TR 1-11.

z. Develop, review, and revise Army tactical tasks for proponent tasks as discussed in appendix F.

2-11. Marine Corps doctrine proponent
At its discretion, the U.S. Marine Corps (USMC) will review the staffing of Army PDs. Its staffing review will include language stating whether the USMC will or will not partner. If the USMC will partner, the review also includes the USMC POC, publication number, PD, and publication signature authority.

2-12. Doctrine roles of other Army organizations

a. CSA is the approval authority for ADP 1, ADP 3-0, ADP 6-22, and ADP 7-0.

b. Administrative Assistant to the Secretary of the Army, as the proponent of the Army Publishing Program, will provide publication guidance through AR 25-30, DA PAM 25-40, AR 25-38, and DA PAM 25-38; approve exceptions to DA policy; and authenticate doctrine publications for the Army.

c. Director, APD will index, publish, and post doctrine publications on the APD website and will exercise oversight of the standard generalized markup language program used to produce electronic files. AMC PMD is responsible for the distribution and storage of printed copies.

d. Deputy Chief of Staff, Army G-3 or appropriate G staff will—

(1) Establish policies and procedures in support of force modernization processes (including the Army doctrine process).

(2) Assign the PRA, when DA is the lead agent for joint publications.

(3) Review selected doctrine publications, as requested by TRADOC.

(4) Provide consolidated Army position on draft joint and multinational doctrine publications to the Joint Staff, J-7 (Joint Staff Directorate for Joint Force Development).

(5) Be responsible for Army staff management of doctrine in accordance with AR 5-22.

e. For more information on roles and responsibilities of these organizations, see AR 25-30.

Chapter 3
Foundations of Doctrine

3-1. Overview
Army operations are doctrine based. Army doctrine standardizes fundamental principles, tactics, techniques, procedures, and terms and symbols throughout the Army. Army doctrine forms the basis for training. It is a systematic body of thought describing how Army forces intend to operate as a member of the joint force in the present and near term, with current force structure and materiel. It applies to all operations, describing how (not what) to think about operations and what to train. It provides an authoritative guide for leaders and Soldiers, while allowing freedom to adapt to circumstances. For the most part, doctrine is descriptive rather than prescriptive. Army doctrine is consistent with joint doctrine whenever possible, but the nature of land operations sometimes requires differences between the two. To develop effective doctrine, the doctrine developers must understand the definitions of, and distinctions among, doctrinal terms, characteristics, and fit among other sources of information for the conduct of operations, both present and future.

3-2. Concepts

A concept is a notion or statement of an idea, an expression of how something might be done. A military concept is the description of methods (ways) for employing specific military attributes and capabilities (means) in the achievement of stated objectives (ends). Concepts are not doctrine. After a concept is validated, it may become a basis for doctrine and force planning. TR 71-20 governs TRADOC concepts.

3-3. Army doctrine

Army doctrine is composed of fundamental principles, tactics, techniques, procedures, and terms and symbols.

a. Fundamental principles provide the foundation upon which Army forces guide their actions. They foster the initiative needed for leaders to become adaptive, creative problem solvers. These principles reflect the Army's collective wisdom regarding past, present, and future operations. They provide a basis for the Army to incorporate new ideas, technologies, and organizational designs. They provide the philosophical underpinning for adaptive, creative military problem solving. Principles apply at all levels of war. Fundamental principles are usually found in ADPs.

b. Tactics comprise the employment and ordered arrangement of forces in relation to each other (see Chairman of the Joint Chiefs of Staff Manual (CJCSM) 5120.01B). They include the ordered arrangement and maneuver of units in relation to each other, the terrain, and the enemy in order to translate potential combat power into victorious battles and engagements. Effective tactics translate combat power into decisive results. Tactics vary with terrain and other circumstances; they change frequently as the enemy reacts and friendly forces explore new approaches. Applying tactics usually entails acting under time constraints with incomplete information. Tactics always require judgment in application; they are always descriptive, not prescriptive. In a general sense, tactics concern the application of the tasks associated with offensive, defensive, stability, or defense support of civil authorities operations. Employing a tactic may require using and integrating several techniques and procedures. Tactics are usually contained in FMs.

c. Techniques are non-prescriptive ways or methods used to perform missions, functions, or tasks (CJCSM 5120.01B). They are usually contained in ATPs.

d. Procedures are standard, detailed steps that prescribe how to perform specific tasks (CJCSM 5120.01B). They also include formats for orders and reports, and control measures. They are prescriptive. Procedures consist of a series of steps in a set order, and are executed the same way, at all times, regardless of circumstances, formats for reports, and specific control measures. Procedures require stringent adherence to steps without variance. An example is static-line parachute procedures. Parachutists follow specific steps in order when exiting an aircraft with a static-line parachute. Procedures are usually contained in the appendices of FMs and ATPs.

e. Terms and symbols are the specific language and graphics used to issue orders and control operations. They provide a common language used to communicate during the conduct of

operations. Establishing and using terms and symbols with common military meaning enhances communication among military professionals in all environments and makes a common understanding of doctrine possible. Terms and symbols are prescriptive. They must be used as defined in FM 1-02.1 and FM 1-02.2. Appendix B establishes policy and procedures for using terms, definitions, and symbols in doctrine publications for the Army. Terms are words defined in doctrine publications specifically for Army use and codified in FM 1-02.1 and DOD Dictionary of Military and Associated Terms. Symbols are those graphics defined specifically for military use and codified in FM 1-02.2.

3-4. Doctrine publications
Army doctrine is contained in ADPs, FMs, and ATPs. It is distributed to the force in electronic media, hard copy, or both. All proponents submit a DA Form 260-1 to CADD for processing ADPs, FMs, and ATPs. Proponents also submit DA Form 260-1 to CADD for processing a new training circular (TC) or technical manual (TM) that supersedes a doctrinal publication. CADD reviews and must approve these publishing requests before forwarding the publishing requests to the TRADOC Departmental PCO for endorsement. The CADD Publication Manager sends all FEFs for ADPs, FMs, and ATPs to the PCO. Proponents for TCs and TMs submit publishing requests directly to the TRADOC Departmental PCO. (See para 4-18a(3) for publishing packet requirements.) Classified doctrine is published by APD and distributed separately by the proponent.

  a. Army doctrine publication.

    (1) ADP discussion. An ADP is a DA publication that contains the fundamental principles by which the operating forces, and elements of the institutional force that directly support operations, guide their actions in support of national objectives. An ADP provides the foundational understanding so everyone in the Army can interpret the principles the same way. ADPs explain the fundamental principles of the subject and the ways these fundamental principles support ADP 3-0. An ADP provides the intellectual underpinnings of how the Army operates as a force.

    (a) Capstone doctrine acts as the primary link between joint and Army doctrine. Capstone doctrine consists of ADP 1 and ADP 3-0. ADP 1, prepared under the direction of the CSA, summarizes the Army's purpose, roles, and functions. It is the CSA's vision for the Army and establishes doctrine for employing landpower in support of national goals and establishes the connection of Army doctrine with Joint Publication (JP) 1. ADP 3-0 contains the central Army operational doctrine for all echelons. It links Army doctrine with JP 3-0 and provides the foundation for all other Army doctrine.

    (b) Army keystone doctrine generally corresponds to the joint keystone category. (See the Joint Doctrine Hierarchy Chart at the Joint Electronic Library website.) Keystone ADPs constitute the doctrinal foundation of a warfighting function or series of Army publications. They are key integrating publications that link their subject doctrine with Army capstone doctrine and joint doctrine.

(c) The remaining ADPs establish the base doctrine for a warfighting function; an offensive, defensive, stability, and defense support of civil authorities task; or specified reference documents. These ADPs are the doctrinal foundation for the remaining Army doctrine. These publications integrate their subject doctrine with Army capstone doctrine and joint doctrine. These ADPs contain broadly applicable information that focuses on synchronizing and coordinating the varied capabilities of Army forces to accomplish assigned missions. CG, CAC approves all ADPs except ADP 1, ADP 3-0, ADP 6-22, and ADP 7-0.

(2) ADP layout. ADPs have a duotone cover with the Army emblem on front and camouflage binding. Proponents use the white covers produced by the doctrine template for staffing. Proponents create and edit the duotone covers for publication using the portable document format (PDF) cover templates. The Author Resources folder in the categories under the content tab on the CADD milBook website contains the templates for ADP and FM covers. An ADP main body (chapters) is limited to 100 pages. Appendices contain procedures. Appendices have no page limit.

b. Army doctrine reference publication. Army doctrine reference publications (ADRPs) are an obsolete doctrine publishing designator phasing out of doctrine.

c. Field manuals.

(1) FM discussion. An FM is a DA publication that contains principles, tactics, procedures, and other doctrinal information. It describes how the Army and its organizations employ forces for the conduct of operations and train for those operations. FMs describe how the Army executes operations described in the ADPs. They fully integrate and comply with the fundamental principles, concepts, and tactics in the ADPs. Keystone FMs generally correspond to keystone ADPs and expand upon significant areas of operations. FMs are approved by the CG, CAC as the TRADOC proponent for Army doctrine.

(2) FM layout. FMs use the duotone camouflage covers with the Army emblem on front and camouflage binding. Multi-Service FMs have duotone camouflage covers with the Services' emblems. Proponents create and edit the duotone covers for publication using the PDF cover templates. The Author Resources folder in the categories under the content tab on the CADD milBook website contains the templates for ADP/FM covers. The main body discusses tactics and has a 200-page limit. Appendices contain procedures. Appendices have no page limit.

d. Army techniques publications.

(1) ATP discussion. An ATP is a DA publication that contains techniques that operating forces use as a way to support unit objectives. These publications fully integrate and comply with the doctrine contained in ADPs and FMs. There is no limit on the number of ATPs a doctrine proponent may produce. Each ATP is derived from several sources, extant proponent publications, lessons learned, and best practices derived from operations and training. Each ATP has an assigned proponent responsible for monitoring content to ensure it aligns with approved terminology and fundamental principles, tactics, and procedures in ADPs and FMs. ATPs will use a branch modifier in the title, for example, "Techniques for Observed Fire." The proponent

will number the publication using the current numbering series and scheme discussed in appendix C. ATPs are approved by the doctrine proponent's commanding general or commandant.

(2) ATP layout. ATPs use white covers with black text and no figures. Multi-Service ATPs use standard multi-Service emblem covers found on the CADD milBook website in the Author Resources folder in the categories under the content tab. ATPs are staffed and published in the 8½ x 11-inch document prepared from the doctrine template. There is no limit on the length of ATPs, but proponents should use prudent judgment to provide only what is required to support operations and training.

e. Army tactics, techniques, and procedures. Army tactics, techniques, and procedures (ATTP) are an obsolete publication designator that is phasing out. Concepts previously articulated in ATTP will be incorporated into FMs and ATPs.

3-5. Army doctrine hierarchy
The Army doctrine hierarchy, figure 3-1, shows the higher-to-lower doctrinal relationships and influences doctrine development priorities for doctrine publications. The CG, CAC is the approval authority for placing doctrine publications in a group. This is accomplished through close coordination with proponents and the PD approval process.

a. ADPs. See para 3-4a(1) ADP doctrine.

(1) ADP 1 and ADP 3-0 are capstone doctrine.

(2) Keystone ADPs include the warfighting functions of intelligence, fires, protection, sustainment, and command and control. ADP 2-0, ADP 3-19, ADP 3-37, ADP 4-0, ADP 5-0, and ADP 6-0 are keystone doctrine.

(3) The remaining ADPs follow in the hierarchy after keystone ADPs.

b. Field manuals. FMs follow ADPs in the hierarchy. See para 3-4c for FM doctrine.

(1) Keystone FMs include FM 1-0, FM 2-0, FM 3-0, FM 4-0, FM 6-0, and FM 7-0.

(2) The remaining FMs follow in the hierarchy after keystone FMs.

c. Army techniques publications. ATPs are the lowest hierarchal level in doctrine publications.
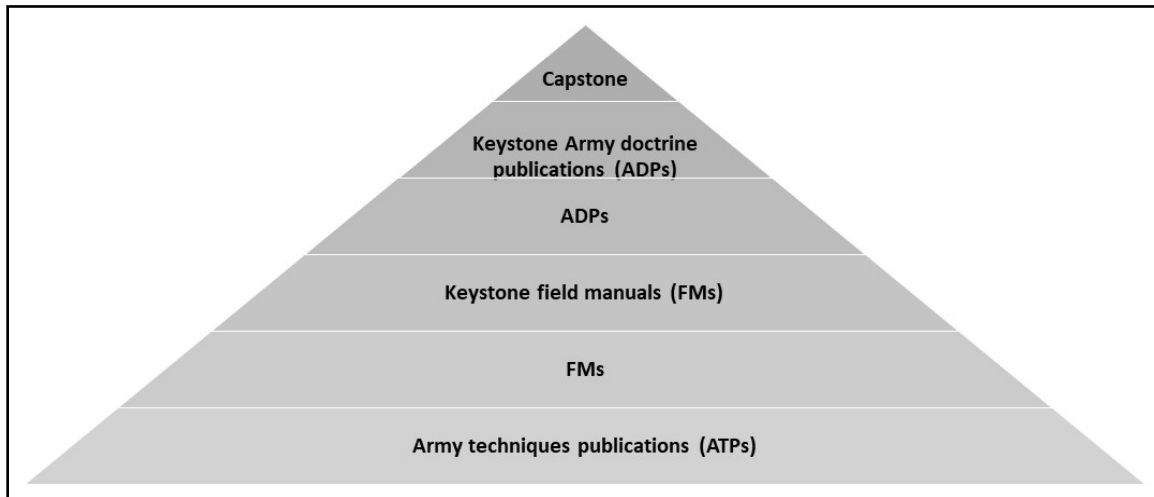
Figure 3-1. Army doctrine hierarchy

3-6. Other publications
TCs, general subject TMs, and handbooks are not doctrine. Doctrine proponents that develop these publishing designators follow appropriate regulatory authority or internal procedures from their approval authority.

a. Training circulars and general subject technical manuals. TCs and TMs are official departmental publications that are not doctrine, but doctrine based. All references to TMs in this regulation refer to general subject TMs unless otherwise stated. TCs can contain information such as how to train for specific events or on pieces of equipment or weapons. TMs can contain detailed procedures of a technical nature. This content can include procedures such as rigging for airdrop, detailed engineer construction techniques, and detailed medical procedures. Usually, TCs and TMs contain material based on doctrine and must use approved doctrine terms and symbols, where applicable. TCs and TMs have no set format or development process according to AR 25-30 and DA PAM 25-40. Doctrine proponents that desire to use these types of publications and want guidance that is more specific should see TP 350-70-14 for preparing TCs and contact the U.S. Army Materiel Command for preparing TMs. Proponents that develop these publishing designators may use the doctrine template format if desired. A proponent for a TM or TC submits a DA Form 260-1 directly to the TRADOC Departmental PCO (if it is not superseding an Army doctrinal publication). CADD is not involved in developing or in requests for publishing TCs and TMs. The CADD Publication Manager does not send FEFs for TMs and TCs to the TRADOC Departmental PCO.

b. Handbooks. Proponents compile handbooks from various sources to include doctrine and as such should be consistent with doctrine as much as possible. Proponents publish handbooks as command publications. (See DA PAM 25-40 for details on command publications.) They have no set format or development process, but proponents and others developing handbooks may use the doctrine construct including the use of milWiki draft ATP site for development. For more details on handbooks, contact or visit the Center for Army Lessons Learned (CALL) website.

3-7. Characteristics of effective doctrine
Effective doctrine is current, relevant, well researched, flexible, understandable, consistent, concise, enduring, and timely.

a. Current doctrine describes how Army forces actually train for and conduct operations. It must accurately explain principles, tactics, techniques, and procedures, and other doctrinal information currently in use and known to be effective; state facts correctly; and be devoid of bias, ambiguity, and errors. It must adhere to all applicable policies, laws, and regulations at the time it is published and in use.

b. Relevant doctrine meets Army forces' needs by clearly describing ways that work to accomplish missions effectively and efficiently. It addresses known challenges in operational environments and those challenges the Army expects to face in the near future.

c. Well-researched doctrine is based on validated principles, tactics, techniques, and procedures that are derived from organized, methodical, and thoroughly investigated relevant information sources. It incorporates lessons learned from relevant history, exercises, and recent operations. It accounts for changes in operational environments to include threat, equipment, technology, and civil considerations. Sources used for research must be authoritative and appropriate. At the same time, they must be varied and not limited to traditional printed works.

d. Flexible doctrine gives organizations, leaders, and Soldiers options to meet varied and changing circumstances. Doctrine must foster adaptability, creativity, initiative, and interoperability. It must facilitate and enhance commanders' and Soldiers' critical thinking. Flexibility is sometimes restricted due to legal, safety, security, equipment, or interoperability requirements, but it should never be unnecessarily restrictive. In general, doctrine describes a way to conduct operations rather than the way.

e. Understandable doctrine applies the Army writing standard found in DA PAM 25-40 and the Plain Writing Act of 2010 to ensure it is easily readable. It observes common sense and stresses writing at a level appropriate for the user, avoiding abstract or overly academic writing. Doctrine should be comprehensible in a single rapid reading and free of errors in grammar, mechanics, and usage. It must be clear, logically organized, to the point, and precise, neither wordy nor vague. It uses the standardized language of joint and Army doctrine terms precisely and limits the use of acronyms and other shortened forms to those that facilitate readability within a publication. It facilitates comprehension by using a common format. It uses a straightforward descriptive, expository style.

f. Consistent doctrine does not conflict with joint, multi-Service, or other Army doctrine. Doctrine publications apply fundamental principles, tactics, techniques, and procedures as well as terms and symbols consistent with established usage. Manuals dealing with similar topics should present a consistent approach to the conduct of operations. Within a publication, all the chapters and appendices must be integrated with one another. When more than one author contributes to a publication, the lead author must ensure the final product is internally consistent and the editor ensures the product is written in a common voice.

g. Concise doctrine avoids redundancy both within the publication itself and with other publications. A cross-reference can easily suffice. Within a publication, points are made once and not repeated. Brief introductory material from other publications is acceptable for continuity and for pointing the reader to the full explanation in other documents.

h. Enduring doctrine is time tested in operations and training, is proven effective, and provides sound principles, tactics, techniques, and procedures that apply to all levels of war and support the various operational environments in which U.S. forces conduct operations. Enduring doctrine uses common terms and symbols to remove confusion and misunderstanding.

i. Timely doctrine supports training and conduct of operations. Proponents develop doctrine when needed and make it available to forces. Doctrine must adapt to significant changes in an operational environment as quickly as changes occur. Proponents must write new doctrine publications when doctrinal voids arise. Proponents must update or rescind obsolete doctrine without unnecessary delay.

3-8. Doctrine publication content criteria

a. General. Doctrine publications deal with the conduct of Army forces during the execution of operations and those parts of the institutional force that deploy with, or directly support, operating forces in the conduct of operations. Doctrine publications do not contain the following types of information or instructions:

(1) How the Army administratively operates or is administered. This information is found in Army administrative publications (such as Army regulations, DA PAMs, Army directives, and Army general orders).

(2) Principles or procedures for the conduct of training, except in the 7 series of doctrinal publications.

(3) Details for the maintenance, use, operation, or training of equipment, including weapons or weapons systems.

(4) Information contained in other doctrine publications such as joint, multi-Service, other Service, or other official departmental publications (such as Army regulations and DA PAMs). Doctrine publications simply cite the applicable source. See para 3-8b for limited exceptions.

b. Guidance on the content in doctrine publications.

(1) Publications focus solely on the specifics related to the topic of the publication and do not repeat information contained in other documents. This supports the ease of finding specific material related to the topic of the publication without having to wade through background information. Sizes of publications are kept to a minimum, consistent with the following guidance. In addition to clarity, reasons for eliminating redundancy include:

(a) Downloading takes bandwidth. Especially when deployed, bandwidth filters and server speeds often preclude large file transfer.

(b) Covering redundant information means that every time the source of the information changes, the publication that duplicates it must change.

(c) Larger publications are less likely to be read by Soldiers.

(2) Publications will not contain lengthy discussions of information covered elsewhere, but will simply cite the source of the information. The following are general rules, but not all inclusive. Specifically, unless the publication is the proponent for the following, they will not contain:

(a) Common processes such as the military decision-making process or troop leading procedures (cite FM 6-0).

(b) Principles of joint operations (cite JP 3-0).

(c) Operational environments (cite ADP 3-0).

(d) Joint or other Service doctrine, organizations, or concepts.

(e) Echelons or organizations other than the subject of the publication.

(f) Details of tables of organizations and equipment (refer to the applicable table of organizations and equipment).

(g) Any discussions of staff functions covered in ADP 5-0 or ADP 6-0, except those unique to the organization covered in that doctrine publication.

(h) Information contained in Army regulations.

(i) Internal redundancy. Say it once and do not repeat it in multiple places.

(3) Other factors to consider in reducing doctrine publication size:

(a) Use vignettes, quotes, and maps that are illustrative and succinct. Photographs are rarely the best choice. Comply with laws regarding copyrights, registered trademarks, and intellectual property rights in accordance with Army policy as early as possible. For nongovernment, third-party vignettes, quotes, photographs, maps, and similar material, doctrine publication proponents must first seek to obtain written permission from the copyright holder and cite to the specific location (such as a publication or web address) from which the copyrighted material was obtained. Absent any statutory or other exception, using intellectual property, such as copyrighted material, without permission of the intellectual property right holder, is a violation of law and Army policy. Proponents must coordinate with the servicing Office of the Staff Judge Advocate for a legal review regarding the ability to use copyrighted

material. (See AR 25-30 and AR 27-60 for more information on the requirement for a legal review.) Refer to AR 27-60, DA PAM 25-40, DA PAM 25-91, TR 25-36, and TP 350-70-14 for more information regarding Army copyright policy.

(b) Reduce charts, tables, and figures to those necessary for clarity or explanation. Per AR 25-30, all charts, tables, and figures require a note or legend for acronyms and abbreviations.

(c) Transfer all control measure graphics into FM 1-02.2 as the proponent publication.

(d) Include glossaries that only contain acronyms used in the text of the publication (excluding those used only in charts, tables, figures, and legends) and define terms for which the publication is the proponent publication, terms the publication defines and cites, or key terms the reader needs to understand the publication.

Chapter 4
Development of Doctrine

4-1. Background
Developing doctrine requires careful planning, continuous coordination, and sufficient resources. Developing a doctrine publication requires approximately 3 to 23 months. The time required depends on several factors: whether the requirement is for a new publication, a revision, or a change of an existing one; the priority; the scope and complexity of the material; the extent of the staffing or review required; availability of resources; and the level of the approval authority.

4-2. The Army doctrine process
The Army doctrine process has four phases: (1) assessment, (2) planning, (3) development, and (4) publishing and implementation. The process is cyclic and continuous.

a. Figure 4-1 summarizes the Army doctrine process. Appendix D discusses the estimated time values (ETVs) assigned to each milestone in doctrine development that proponents use for planning and resource programming purposes. Each publication is different. During development, proponents determine how much time to devote to each phase and may decide to omit portions of a phase due to time constraints or early consensus. This chapter discusses several factors proponents consider when making these decisions.

b. Doctrine proponents may use this process for developing TCs and TMs, if desired.

c. See TP 25-40 for details on research.

4-3. Assessment
Assessment has two functions. First to determine if the Army needs a new publication to address a subject that has no doctrine. Second to determine if existing doctrine is still valid. The assessment process is similar for both purposes, examines the same factors, and requires detailed research and analysis. Proponents conduct an assessment to determine the need for a new publication or as part of the required review of existing publication.

a. Proponents formally review authenticated publications for which they are responsible every 18 months or more often if required based on the characteristics in para 3-7, focusing in particular on currency and relevance. Proponents revise or rescind doctrine publications when they determine that a significant proportion of the information is no longer current or relevant. Doctrine does not have a fixed shelf life. The age of a publication is not a factor in determining whether to revise or rescind it.
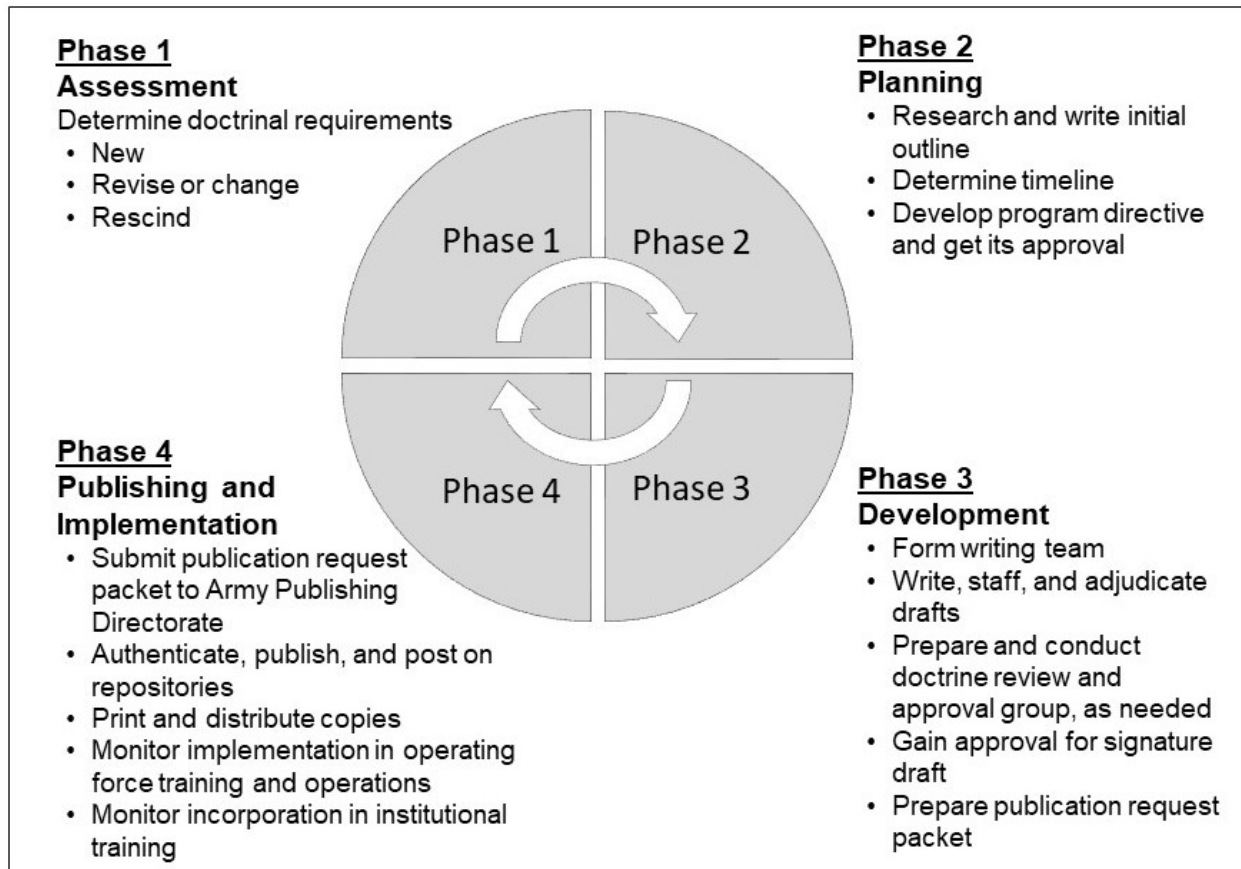
Figure 4-1. Army doctrine process

b. The research in the assessment phase analyzes 12 factors to determine if new doctrine publications need to be created or existing doctrine needs to be revised, changed, or rescinded:

(1) National Security Strategy, National Defense Strategy, and National Military Strategy. These documents change periodically and often have direct implications for Army doctrine.

(2) Validated concepts. Validated concepts often provide a doctrine solution to achieve required capabilities. The Army Futures Command develops operational and functional concepts that produce solutions to contemporary challenges for the fielded force. In addition, approved future force concepts transition to TRADOC for implementation into doctrine and integration into the fielded force. See para 3-2 for concepts.

(3) Operational needs statements. Deployed forces identify immediate operational capabilities to enhance operations by submitting an operational needs statement through the DA G-3/5/7. An operational needs statement may identify a problem for which new or revised doctrine is part of the solution.

(4) Observations, insights, and lessons. Recent operational and training experience is often captured in best practices and lessons learned from the following sources: information compiled during unit training and operational experience, and observations collected at the combat training centers, CALL, the Joint Center for Operational Analysis, and other lessons learned activities. Validated operational or training lessons learned are key indicators for changes in doctrine.

(5) Review of existing doctrine publications. Changes in any doctrine publication, Army, joint, multi-Service, or multinational, may require changes in other manuals dealing with common topics. Specifically, changes in publications higher in the doctrine hierarchy frequently require changes in those nested below them.

(6) Operational environment. Changes in any of the variables of today's operational environments may impact the conduct of operations and thus require a change in existing doctrine. The emergence of a new threat, a change in alliances or multinational organizations, and the evolution of governmental capabilities illustrate changes that doctrine might need to reflect.

(7) New technology or equipment. Frequently, the introduction of new technology or equipment will require a change in doctrine to address its employment or ways to counter it.

(8) New organizations. Changes in organizational design or the introduction of a new organization within the force always require new or updated doctrine to account for new or changed capabilities.

(9) Other relevant issues. New legislation and DOD or Army policies frequently require changing doctrine to integrate new policies and guidance.

(10) Direct input. Centers of excellence have a wealth of experience in instructors, doctrine authors, small-group leaders, capability developments staffs, and student bodies. They can often provide insights on where doctrinal voids exist, what are best practices, and what needs improvement or revision to meet future required capabilities.

(11) Combat training centers observer-controllers. Combat training centers have experience in observing and documenting what doctrine does and does not work, and what new tactics, techniques, and procedures units are using.

(12) Test and evaluation organizations. These organizations gather and analyze extensive data.

c. The result of an assessment can be that an existing publication be retained, revised, or rescinded. When assessing a current publication, the 18-month review results in a rating of green

or red. The rating is posted by the proponent in the DLMP (via the TD2-QA) status column during the update. The update lists current and projected doctrine on which proponents currently are or will be working.

(1) Green. The publication is current and relevant.

(2) Amber. The publication proponent lacked resources to conduct the 18-month publication assessment.

(3) Red. The publication requires revising or rescinding. If proponents determine that the publication is still required but contains irrelevant or obsolete information, they program the publication for revision. If the publication is no longer required, they rescind it.

d. Rescission. When proponents determine that a publication is no longer required, they email a DA Form 260-1 (preferred) or a memorandum directing its rescission through Commander, ATSC, Replication and Distribution (ATIC-SAA-R), at usarmy.jble.cac.mbx.atsc-adtlp@army.mil to Director, APD (AAHS-PAP-E), 9301 Chapek Road, Building 1458, Fort Belvoir, VA 22060-5447. The email includes an information copy to CADD via email at usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil. This action will initiate APD to remove the publication from the active (to inactive) Army index of publications and official repositories (APD and CAR).

e. New or revised publication. Doctrine development for a new or revised publication can be either routine, urgent, or a change to a publication.

(1) Routine Development. For planning purposes, new publications and most revisions generally follow the development timeline for new or full revision (appendix D discusses the timeline). However, these may be accelerated based on need, level of interest, and when there are no significant issues identified during the staffing process. Plan for one month to produce a final approved draft and one month to produce a final electronic file. ATSC and APD require one month to perform final quality assurance checks, authenticate, and publish.

(2) Urgent Development. Urgent development follows a 3- to 12-month development timeline. Urgent development involves a PD and one 30-day staffing limited to key organizations.

(a) Urgent development is limited to publications where the information is of such importance that it must be produced quickly to fill a critical gap in doctrine, such as:

(i) A completely new area that requires immediate doctrine to fill a critical void in describing the conduct of operations.

(ii) A new or changed technique that reduces risk of Soldier death, injury, or loss of equipment and collateral damage to civilians.

(iii) A significant, but limited, organizational change.

(b) Incorporation of a new interoperability agreement crucial for multinational operations.

(3) Change. A change does not require a PD, and scope is limited to changing a small section(s) of material that is incorrect or outdated, without creating cascading effects throughout the publication, while maintaining the majority of the construct and material from the approved publication. See TP 25-40 for details.

(a) Proponents formally staff a change if the change impacts other publications. Minimal changes do not require formal staffing.

(b) For a change to an ADP, FM, and ATP, proponents send the DA Form 260-1 and attachments through CADD.

4-4. Planning
Planning consists of continued researching and writing the publication outline, determining a proposed timeline, and developing, staffing, and obtaining approval of a PD.

a. Once a determination is made to write a publication, the doctrine proponent conducts research to determine the scope and proposed outline of the publication. The outline should consist of the publication title, chapter titles, main paragraph headings and subheadings, and appendices titles. Much of this research and analysis will have already been done as part of assessment. Research may include sessions with the overall doctrine proponent leadership to get specific guidance on what to include in the publication.

b. After doctrine proponents complete the outline, they determine the proposed timeline for inclusion in the PD. See appendix D to use the ETVs and milestones to support determining the estimated timelines for developing a new or revised publication. (Actual values depend on several factors: whether an author's draft is needed, the length of the publication, the complexity of the topic, and the urgency of the project.) Doctrine proponents prepare a separate PD for ADPs, FMs, and ATPs as shown in figure 4-2.

c. Once the doctrine proponent completes the outline and timeline, it writes and staffs a PD (see figure 4-2 for the format). The PD will be staffed using the standard format to gather feedback. An approved PD is required before writing a publication. The PD establishes an official doctrine development requirement. The PD ensures that the proposed publication identifies major issues and adequately covers necessary topics. Properly prepared PDs:

(1) Capture leadership guidance.

(2) Provide a mechanism to ensure manuals are aligned with, and minimally duplicative of, other doctrine publications.

(3) Allow other agencies feedback or comments, or input over the content of the publication.

[Office Symbol] (ARIMS Record Number [25-30rr1])   [Date]

MEMORANDUM THRU [Center of Excellence, or non-TRADOC proponent, if applicable (THRU addressee recommends approval).]

FOR Commanding General, USACAC (ATZL-MCD), 300 McPherson Avenue, Building 463, Fort Leavenworth, KS 66027-1300

SUBJECT: Program Directive for [publishing designator, number, and title].

1. REFERENCE. List all references referred to in the program directive, including supporting documents addressed in paragraph 4 and potentially impacted publications addressed in paragraph 10.

2. PURPOSE: One-line statement indicating one of the following: (1) develop a new publication, (2) prepare a revision of an existing publication, or (3) perform an urgent revision of a publication.

3. JUSTIFICATION: Include major reasons why the action in paragraph 2 is required.

4. SUPPORTING DOCUMENTS: State the references listed in paragraph 1 that support the reason the publication is being developed or revised. Include information such as formal directives (written or verbal), command guidance, lessons learned, and test/experiment results addressing the development requirement. Do not include existing regulations, administrative instructions, or routine guidance.

5. ANNUAL DEVELOPMENT PRIORITY: State the development priority based on the annual doctrine guidance. If not available, describe the urgency of need (low, medium, or high priority).

6. SCOPE: Briefly describe the scope of the proposed publication and recommend the type of publishing designator if a new publication or recommending changing the publishing designator (ADP, FM, or ATP).

7. TARGET AUDIENCE: State to whom the doctrine publication is specifically targeted.

8. STAFFING PLAN: Describe the staffing plan. At a minimum, include a coordination list identifying the critical agencies and organizations with which the draft publication must be staffed. Include the number of staffings and the length of time planned for each one if either of these differs from figure D-1.

Figure 4-2. Program directive format

[Office Symbol] (ARIMS Record Number [25-30rr1])
SUBJECT: Program Directive for [publishing designator, number, and title].

9. APPROVAL AUTHORITY, PROPONENT/PREPARING AGENCY, AND TECHNICAL REVIEW AUTHORITY (TRA) INFORMATION: Include the recommended publication approval authority, and, if applicable, separate preparing agency title and office description. The proponent must also identify a TRA when the publication addresses a subject that requires technical or operational expertise the proponent does not possess.

10. POTENTIALLY IMPACTED PUBLICATIONS: State the references listed in paragraph 1 that will be significantly affected by publication of the new or revised publication. Include other Army publications; joint, multi-Service, and multinational publications; and training and technical products. Describe what actions are planned or underway to align and synchronize that publication with other publications. If the list is extensive, place it in an enclosure.

11. RECOMMENDED DISTRIBUTION: State the rationale if a requirement exists for hard copy distribution. Print requirements must be coordinated with the TRADOC publications control officer in Army Training Support Center (ATSC) for funding. At a minimum, the publication should be added to the annual print or publishing requirement document. Publications used at the lower echelons (brigade and below) usually require hard copy distribution because of limited automation capabilities and Internet limitations. Classified publications may also require print distribution.

12. OTHER RELEVANT INFORMATION. Address any relevant information not covered, for example, new terms, parallel doctrine, or training publications being developed.

13. MARINE CORPS PARTNERSHIP. One-line statement indicating whether the Marine Corps will or will not partner on the publication. If yes, then identify the Marine Corps point of contact (POC), the PD, and publication approval or signature authority.

14. POC. Enter name, rank or grade, phone number, and email address. Include the generic email address of the office that will prepare, or oversee, preparation of the publication.

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SIGNATURE BLOCK
(Authority recommending approval)

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3 Encls
1. MILESTONES. Include projected milestones (PD approval, writing, and staffing the drafts, adjudications, obtaining approval to complete the final electronic file). Use figure D-1 as a planning guide.
2. PROPOSED OUTLINE. At a minimum, include proposed chapter titles and key appendices.
3. PD COORDINATION LIST AND RESULTS. List agencies and organizations with which the PD was coordinated and any unresolved critical and major comments that resulted.
CF: All affected organizations and agencies identified in paragraphs 8 and 13 that have a stake in the development of the publication. Send them copies of the approved PD.

Figure 4-2. Program directive format, cont.

(4) Establish a management audit trail.

(5) Document the publication timeline development and table of contents. When contracting out the doctrine writing requirements, submit a PD milestone and table of contents change to CADD (and the targeted staffing audience) once the task order is awarded and final analysis is complete.

(6) If approved, justify and support the development timeline.

(7) If approved, justify and support the program performance work statement, if contracted.

(8) Include new initial print requirements. Print requirements are processed through the TRADOC Departmental PCO to ensure funds are available for Army wide printing and distribution.

(9) Include a publication that is numbered properly, adhering to the Doctrine Publication Numbering System as addressed in appendix C.

d. The PD is staffed with CAC, all doctrine proponents, target audience, and other Services if it is a multi-Service publication. All PDs will be staffed with the Marine Corps Combat Development Command for consideration as a ground component multi-Service publication. The USMC will review the staffing of the PD. Its staffing review will include language stating "the Marine Corps will/will not partner with the proponent on" the publication. If the Marine Corps will partner, it will provide a POC, PD, and publication approval or signature authority. The proponent should identify any other organizations or agencies the doctrine affects and include them in the PD distribution. PDs are staffed electronically for 30 days. Multi-Service proponents can provide input for up to 45 days.

e. Upon completion of staffing, all proponents (TRADOC and non-TRADOC) make appropriate changes to the PD, obtain leadership recommended approval, and forward it to the CG, CAC (ATZL-MCD) via email at usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil for approval and for non-TRADOC doctrine CAC endorsement (figure 4-2 illustrates how to format the PD memorandum). CAC or CADD will provide proponents a memorandum documenting approval and endorsement or disapproval with rationale.

f. When approving PDs, CAC, in close coordination with Army doctrine proponents and centers of excellence, makes final determination of the type of publishing designator, assigns a publication number (proponents will propose a type of publishing designator and number in the PD), and determines the approval authority.

g. See table 4-2 for PD approval authority for an ADP, FM, and ATP.

4-5. Development
Development is the actual writing of the publication, staffing it, adjudicating comments, and preparing the FEF for submission to APD.

4-6. Writing team composition and skills
Ideally, the proponent will assign a writing team that consists of an author, an editor, and a visual information specialist. If more than one author is assigned, the proponent will designate a writing team leader (preferably military or Army civilian); see TP 25-40 for the team concept of doctrine development and responsibilities of each team member. Team members can be Regular Army or Reserve Component Soldiers, DA Civilians, or contract personnel. The proponent will:

a. Assign doctrine writers, based on appropriate skills and experience. Doctrine writers should have technical expertise in the subject matter, relevant operational experience, adequate research and writing skills to produce a coherent manuscript, and enough time to complete the project before reassignment. Writing teams may contain personnel from outside the proponent with special subject matter expertise that may be identified as the TRA. Centers of excellence and separate schools may be able to use personnel waiting to start a class or students if they have particular subject matter expertise.

b. Form working groups with SMEs from operational units to assist in developing the drafts.

c. The proponent may task the TRA to author portions of the publication. Appointing TRAs is important when significant doctrine subject matter contained in a proposed publication falls outside the expertise of the proponent. Proponents identify TRAs when developing the PD. All PDs will be staffed with all proponents. A reviewing agency can request to be a TRA during the PD staffing process. TRAs follow the timeline designated by the proponent. The proponent determines what input to use. HQDA may appoint a TRA outside TRADOC authority, if necessary.

d. Provide applicable training, guidance, and instruction to team members and ensure they are familiar with how to use the doctrine template, the provisions of this regulation, AR 25-30, DA PAM 25-40, TR 25-30, and TP 25-40.

4-7. Funds
Required funds include money for temporary duty, contractor support, and necessary equipment.

4-8. Research and writing
TP 25-40 discusses researching and writing doctrine publications. The writing team prepares drafts of the publication. See para 4-8b for the types of drafts normally used in the development process and the writing and research associated with each. All doctrine publications labeled "final approved draft" will adhere to the doctrine template and numbering conventions (in accordance with appendix C of this regulation).

a The writing team must engage the editor early in the writing process to ensure logical organization of the drafts. Proponents must ensure an editor reviews drafts of publication for templating, APD publishing standards, organization, and logic before the final approved draft is

provided to the appropriate authority for approval. Editors should review again and prepare the FEF that is sent to APD.

b. Types of drafts. The following drafts may be used during the development process:

(1) Author's draft. The author's draft is prepared before the initial draft for use by individuals or organizations within the proponent to verify the general content of the publication with a limited audience of SMEs. An author's draft is optional but is recommended for new manuals and major revisions. Authors incorporate comments from this internal staffing into the initial draft for Army wide staffing.

(2) Initial draft. The first draft for Army wide staffing is an initial draft (ID). If proponents determine that only one Army wide staffing is required for a publication, they only staff a final draft. Proponents may host the draft on a CAC-enabled website and must remove the draft from their website once APD authenticates the publication.

(3) Final draft. Authors develop the final draft (FD) by incorporating comments received from the ID staffing and by incorporating additional research and analysis results. If the FD includes no major changes, proponents only need to staff the FD to agencies that commented on the ID. If a staffed FD requires significant revisions, the proponent may re-staff it Army wide as a revised FD. Proponents provide reviewers with an adjudicated comment matrix (see para 4-11 for comment resolution) as well as an adjudicated draft. Proponents can develop a signature draft based on an adjudicated FD or the results of a DRAG. The approved signature draft becomes the final approved draft (FAD). Proponents must remove all drafts from their website once APD authenticates the publication.

(4) DRAG draft. A DRAG draft is prepared only if unresolved major and critical issues remain after the FD adjudication process. To prepare the DRAG draft, incorporate the adjudicated comments from the FD staffing and consolidate all remaining unresolved contentious issues in a comment matrix. It is highly recommended to form a separate in-house team to review the contentious issues for resolution before recommending a DRAG. When a DRAG is required, see para 4-12 for comment resolution, and staff the DRAG draft and supporting documents with all DRAG participants and organizations with unresolved critical and major issues. Provide copies to the approval authority and the DRAG chair with final recommendations, if they are not the same person.

(5) Final approved draft. The approved FAD is an unofficial copy of the FEF that can be disseminated as a prepublication copy. During the period between publication approval and APD authentication, proponents may post the FAD on a password-protected website. They must label and date FADs with Final Approved Draft or FAD on each page. Proponents must remove the FAD from any proponent websites once APD authenticates and posts the publication.

4-9. Editing and formatting
Proponents allocate enough time to edit doctrine publications. Proponents prepare the FAD and the FEF to the standards in TP 25-40, DA PAM 25-40, and the Doctrine template. As the proponent for Army doctrine, CAC establishes the format for doctrine publications. Doctrine

publication templates are found on the CADD milBook website (see the Authors Resources folder in the categories under the content tab). The doctrine template provides the required formatting and layout of a doctrine publication. Doctrine developers forward requests for format exceptions, or recommended changes to the format, with rationale, to CG, CAC (ATZL-MCD) via email to usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil.

4-10. Proponent staffing
Doctrine publications must be staffed Army wide at least once. However, the proponent may choose to staff ADPs, FMs, and ATPs Army wide twice (ID and a FD) or more if necessary. Army wide staffing includes the institutional force and affected operating forces. Staffing provides agencies and organizations the opportunity to provide input that will make the publication more relevant and useful and to achieve consensus among as many organizations as possible. Staffing should include the educational community that will have to teach the doctrine.

a. Before placing a draft publication on the Internet for staffing, proponents must:

(1) Comply with laws regarding copyrights, registered trademarks, and intellectual property rights in accordance with AR 25-30 and AR 27-60 as early as possible, but no later than the FAD. Also, see appendix E for additional information.

(2) Specify the publication number, date, and stage of development (ID, FD, revised FD, DRAG draft, or FAD) as a header or footer on each page.

(3) Place the following statement on the front cover and title page of the draft: "The material in this publication is under development. It is not approved doctrine and cannot be used for reference or citation."

(4) Place the words NOT FOR IMPLEMENTATION as a PDF watermark or in the footer or header of each page of all drafts.

(5) Include line numbers. Authors determine the layout for line numbers.

(6) Send out a staffing memorandum with the draft publication and a comment matrix to be used to capture the comments. At a minimum, the memorandum includes leadership's request to review the draft, purpose of the draft, type and explanation of comments, suspense date, and POC information.

b. For staffing, proponents will:

(1) Staff drafts electronically in a PDF file by encrypted email and via the Enterprise Task Management Software Solution (ETMS2) to the target audience or by posting them on a password protected website and send a review message to target audiences via email. CADD will follow this email request with an official HQDA ETMS2 request for review tasker to all ACOMs, ASCCs, and DRUs through HQ TRADOC G-33 (Tasking Office). Per AR 25-30, proponents treat all draft doctrine as restricted distribution information. It may not be shared with anyone outside the Army unless specific release is given by the originating agency (such as the

organization that wrote the draft). Proponents will create their own restricted portal page for staffing. For multi-Service publications with the USMC, proponents formally staff all drafts to CG, Training and Education Command (TECOM), Policy and Standards Division (PSD), Doctrine Branch. Doctrine Branch will further staff those drafts to the correct USMC commands; assemble, consolidate, and adjudicate the USMC's input; and return to the appropriate publication adjudicator. Request that all drafts be sent to TECOM, PSD, Doctrine Branch via email through CADD at usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil.

(2) Provide reviewers 60 calendar days to review a draft publication. Proponents only shorten this time in extraordinary circumstances or when directed by a general officer or civilian equivalent. If a responding organization cannot meet the suspense, its comments may not be addressed unless an extension date is granted by the proponent. Staffing periods should not end on holidays or weekends. (For additional guidance on staffing, see TP 25-40.)

(3) Identify contractor-prepared drafts in the body of their staffing memorandum. All prime and sub-contractors must be identified. Contracting companies cannot review their own drafts.

(4) Provide instructions on the method to submit comments.

(5) Include instructions on reviewing terms for which the publication is the proponent publication as specified in para B-2c.

(6) Staff proponent forms. If the publication is the proponent publication for DA or DD forms, then proponents staff draft forms (in any software format) early (separately) in the development process. They staff the DD Form 67, with draft form, through the TRADOC Departmental FMO via email at usarmy.jble.cac.mbx.atsc-adtlp@army.mil to the APD Forms Management Branch. Staffing forms early allows APD to develop the form in the official forms software and workout any issues that can hinder timely publishing of the publication. Once APD provides the proponent with the final approved form, the proponent fills out each section with "dummy data" (leaving no blanks), superimposes the word SAMPLE over the form, and inserts the form in the publication. The FEF submitted to APD via CADD and ATSC can only include forms created and approved by APD in the official forms software; an FEF cannot proceed with the DA Form 260-1 without the approved and signed DD Form 67.

(7) Use text for formats. A format, such as a fragmentary order or running estimate, is not considered a form and can be regarded as ordinary text in the FEF. Proponents are responsible for labeling formats as formats (and not as forms) to eliminate confusion. If using any illustrative formats, proponents complete and fill the formats with dummy data and superimpose the illustration with the word SAMPLE. If proponents have questions concerning possible forms, they contact the FMO at ATSC via usarmy.jble.cac.mbx.atsc-adtlp@armymil.

(8) Request that CADD staff all Army doctrine. Centers of excellence send a staffing request to CADD by email to usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil to staffed draft doctrinal publications Army wide via email. The doctrine staffing request requires the following:

(a) Staffing memorandum (instructions on comment guidance).

(b) Standardized comment matrix.

(c) PDF draft publication with numbered lines.

(d) A memorandum from the center of excellence specifically requesting an Armywide review.

(9) CADD ETMS2 request. The ETMS2 is an HQDA, DCS, G-3/5/7 staff management tool used to task Army organizations officially. HQDA is directing Army organizations to use this tool to staff taskers. Some organizations will not accept requests for review of doctrinal publications via email. Therefore, CADD will reformat all requests for review into the ETMS2 format available from the HQ TRADOC G-33 and request the G-33 to upload request into ETMS2 to send directly to all ACOMs, ASCCs, and DRUs.

4-11. Resolution of comments
Proponents must make every effort to resolve comments. The proponent provides reviewers adjudication to its comment matrix with the specific changed wording intended to resolve the critical and major comments within 30 days of the suspense. This is not required for administrative and substantive comments but can be if the proponent desires. The matrix should contain the reason for rejecting or modifying comments to allow reviewers to respond with additional justification. The proponent contacts those with unresolved critical and major comments and attempts to resolve them at the action-officer level. If the agency making the original critical or major comment does not respond to oppose the adjudicated comment resolution by the established suspense date (usually no less than 10 days), the proponent will take no response as acceptance of the adjudicated comment resolution. For multi-Service publications, Service acknowledgement of receipt is required and a minimum of 10 days (or as agreed upon by the participating Services) shall be allowed for rebuttal or acceptance.

4-12. Doctrine review and approval groups

a. A DRAG is a conference among the parties involved with or interested in the issues. Proponents should conduct an in-house review team, or host a pre-DRAG council of colonels, to attempt resolution of critical and major issues. The proponent provides reviewers a consolidated comment matrix with the unresolved critical and major comments and an adjudicated draft of publication to those with the recommended solutions for the comments as a means to facilitate the council of colonels and comment resolution. The proponent must hold a DRAG if critical or major issues cannot be resolved at the action-officer level after final staffing. A DRAG is chaired by the approval authority. A DRAG is conducted in one of two ways:

(1) Onsite. An onsite DRAG is normally used when organizations provide critical and major comments on a final draft endorsed by the appropriate authority and the contentious issues cannot be resolved by other means. The onsite DRAG may include TRADOC and non-TRADOC general officers (or civilian equivalents) or their representatives and others who have

an interest in the issues. It allows face-to-face interaction between the DRAG chair, proponent, and key users.

(2) Electronic. A video teleconference may be used for publications with minimal contentious issues.

b. When a DRAG is required, the proponent:

(1) Distributes a DRAG packet to all participants, consisting of a statement of the purpose of the DRAG, a list of unresolved critical and major comments, and a list of participants.

(2) Prepares a memorandum for the approval authority addressing the DRAG, including the DRAG chair, date of the DRAG, attendees, recommended resolution of comments, and, if appropriate, the location.

(3) Makes all necessary administrative and facility arrangements.

c. The approval authority resolves all issues during the DRAG unless a HQ equal or superior to the approving HQ challenges or nonconcurs with the decision. In this case, forward the issues to the next higher HQ, TRADOC, or DA for resolution.

4-13. Reviewer responsibilities and types of comments
Reviewers conduct a detailed review of drafts using the characteristics and criteria in paras 3-7 and 3-8 to evaluate the draft.

a. Reviewing organizations should make every effort to review the ID in accordance with the instructions provided in the staffing memorandum. If additional time is required, the reviewers should request an extension from the proponent or the proponent should be proactive and reach out to those organizations from whom it desires comments but have not received feedback. Reviewers should be informed there is no guarantee they will be provided the opportunity to comment on the FD (due to publishing time constraints) if no comments are received on the ID.

b. Completing the doctrine process in a timely manner requires senior leader involvement early in the staffing process. Comments should reflect the position of the organization, especially if it is labeled a critical or major comment. Critical and major comments require the organization's leadership (colonel or civilian equivalent) or higher-level approval.

c. Reviewers provide detailed and specific comments, categorized as critical, major, substantive, or administrative. Comments must provide supporting rationale.

(1) Critical comment. A critical comment is a statement, with justification, that a reviewing agency will not concur with the publication if the doctrine proponent does not satisfactorily resolve a problem. Critical comments address contentious issues, often of urgent or vital concern, affecting a major area of the publication. Use the critical designation prudently. If the issue does not warrant concern at the general-officer level, reviewers do not designate it as critical.

(2) Major comment. A major comment is a statement, with justification, that a reviewing agency may not concur with the publication if the doctrine proponent does not satisfactorily resolve a problem. The problem consists of incorrect material that affects areas of the publication, but not at the critical level. This statement may include detailed comments addressing a general concern with a subject area, the thrust of the draft, or other topics that, taken together, constitute the concern.

(3) Substantive comment. A substantive comment addresses factually incorrect material. This comment is reserved for sections of the publication that are, or appear, incomplete, misleading, or confusing. If they are valid comments, the doctrine proponent resolves before publishing.

(4) Administrative comment. An administrative comment addresses errors in grammar, punctuation, style, and so forth. These comments correct inconsistencies between sections; errors involving grammar, typographical, and format; or any other administrative errors. Limit administrative comments to those addressing instances where the wording is grossly unclear or risks misunderstanding. Editors correct administrative errors when they prepare the FEF. Preparing and submitting long lists of administrative errors wastes reviewer time and other resources on an administrative task that belongs to editors. In addition, submitting large numbers of minor administrative corrections that editors will catch during FEF preparation risks burying significant content-related comments that non-SMEs might miss.

d. Participate in the DRAG, when necessary, to resolve critical and major comments.

e. Use the Joint Staff Standard Comment Matrix Primer downloadable at https://jdeis.js.mil/jdeis/jel/jel/ddrraafftt_pubs/commentmatrix.docx (using line in/line-out format; see figure 4-3) to provide, record, and adjudicate comments throughout the development process. See detailed instructions on the Matrix Primer.

. . .manage their publications under the staff supervision of the DCS, Army G-3, HQDA, and according to guidance prescribed by the ~~U.S. Army Publishing Directorate (USAPD)~~ Administrative Assistant to the Secretary of the Army in AR 25-30.

Figure 4-3. Example of line-in/line-out format

4-14. Approval
Once all issues are resolved either by an action officer agreement or by a DRAG, the author incorporates any changes directed by the approval authority into the adjudicated FD or DRAG draft to create the draft for approval. The draft for approval incorporates all final publication elements and, after editing, is submitted to the approval authority for final approval. The approval authority may require a decision brief as well as a decision paper. Once approved by the approval authority, this draft is called a FAD. From the FAD, the editor (with support from the author and visual information specialist) prepares the FEF in PDF.

4-15. Submission checklist
Doctrine proponents check the FEF using TF 25-36-1 to ensure it meets all publication standards specified. Proponents verify each item on the checklist. Proponents determine who in their organization completes the review and who signs the checklist. If CADD, ATSC, or APD reviewers subsequently discover errors (items not to standard and not due to administrative delays resulting from the publishing process) they reject the publication, immediately notify the proponent (via email with list of discrepancies) as to the reason for rejection and return the submission packet to the proponent signing authority for correction. APD and ATSC delete the digital DA Form 260-1 and associated documentation at this time. After making corrections, proponents complete and submit a new DA Form 260-1 packet; the publication starts at the back of the line. See appendix H.

4-16. Historical files
Doctrine writers and writing teams must maintain a historical file (an audit trail) of drafts and adjudicated comment matrixes containing changes and development data incorporated in the authenticated doctrine publications. See para 1-5 for records management requirements associated with these files.

4-17. Development of joint, multi-Service, and multinational publications
Doctrine proponents participate in developing joint, multi-Service, and multinational publications:

a. Joint doctrine publications. If the joint community assigns a joint publication to the Army for development, the DCS, G-3/5/7 or appropriate HQDA staff is designated the lead agent. The lead agent will designate a PRA, who fulfills the same role as a doctrine author does for Army doctrine. The PRA then follows the joint doctrine development process per CJCSM 5120.01B. When TRADOC is assigned as PRA, the CG, CAC may appoint a subordinate organization as the preparing agency, which then assumes PRA responsibilities.

b. Multi-Service doctrine publications (non-ALSA). TRADOC and non-TRADOC proponents develop multi-Service doctrine publications with Army as lead Service and other Services as lead. See DODI 5200.48 and DODI 5230.24 for marking controlled unclassified documents. See para 2-10t for marking documents.

(1) Army as lead Service.

(a) When the Army is designated as the lead Service, a proponent is assigned, forms and chairs multi-Service working groups, compiles the PD and drafts for staffing within the Army and participating Services, adjudicates comments, obtains Services' approval, and publishes for the Army using regular procedures contained in this regulation. Table 4-1 lists contact information for the Service doctrine centers.

(b) When the USMC agrees to partner with a proponent on a publication, it provides a POC with the PD staffing. USMC partnered publications require the signature of the USMC publication signature authority on the authentication page for publication.

Table 4-1
Service doctrine centers

Service	Contact information
Army (joint, multi-Service, and multinational doctrine publications)	CG, CAC (ATZL-MCD), 300 McPherson Avenue, Building 463, Fort Leavenworth, KS 66027-1300; Phone 913 684-2628, 4877, 4889, and 2601/DSN 552 email usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil; website: https://usacac.army.mil/core-functions/doctrine.
Marine Corps	CG Training and Education Command, Policy and Standards Division, Doctrine Branch (C466) 1019 Elliot Road, Quantico, VA 22134-5010; Phone 703-432-8493/DSN 378, email: doctrine@usmc.mil; website: https://homeport.usmc.mil/sites/mcdoctrine/SitePages/Home.aspx.
Air Force	Curtis E. LeMay Center for Doctrine Development and Education, LeMay Center, 401 Chennault Circle, Maxwell AFB, AL 36112-6112 Phone 334-953-3327 or 3988/DSN 493; email: lemaycenter.cc@maxwell.af.mil; website: https://www.airuniversity.af.edu/LeMay/.
Navy	Navy Warfare Development Command, 1528 Piersey Street, Bldg. O-27, Norfolk, VA 23511-2723; Phone 757-341-4150; email: NWDC_NRFK_FLEET_PUBS@navy.mil; website: https://nwdc.navy.mil/. (Accessible only with a SharePoint NIPR account from the Navy Warfare Library at https://doctrine.navy.mil/.)

(c) When the Army is the designated lead Service, propose publication covers that contain each appropriate participating Service logo. Non-ALSA, multi-Service publications require standard covers as shown in figure 4-4. These covers contain the logos for the Services approving the publication. The order of the Services must be Army, Marine Corps, Navy, and Air Force for the publishing designator and number as well as logos. Proponents writing non-ALSA, multi-Service publications must follow this standard as directed or as agreed upon by the participating Services. APD does not require a waiver with these covers. Proponents retrieve the covers from the CADD milBook website in the categories under the content tab.

(2) Other Services as lead. The proponent obtains the FEF of the publication in a PDF file and then proceeds with publishing as for any other doctrine publication. If another Service is the lead, the Army's participating proponent must:

(a) Obtain an approval email from CAC via CADD if a PD is not developed.

(b) Attend the working groups that develop the drafts.

(c) Staff the drafts within the Army.

(d) Adjudicate the Army comments.

(e) Provide a consolidated Army comment matrix.

(f) Obtain a doctrine publication number for the publication (from CAC).

(g) Obtain appropriate Army approval and authentication through normal publication channels prior to other Services publishing.
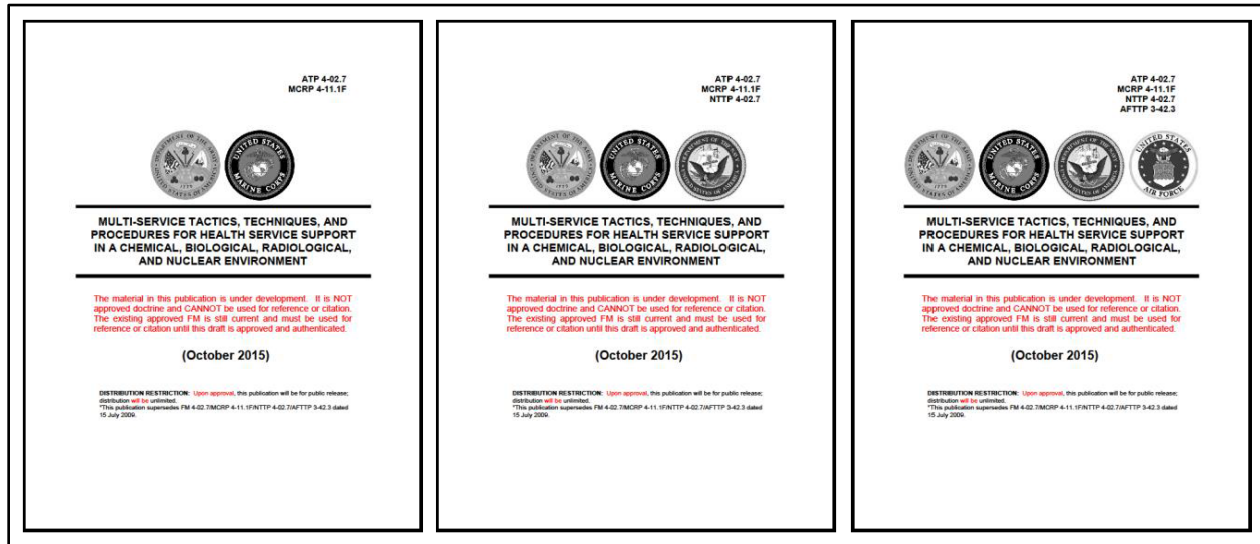
Figure 4-4. Sample multi-Service covers

c. ALSA-developed multi-Service publications. ALSA is a multi-Service organization, chartered by the four Services, to respond rapidly to Service interoperability issues. Its primary focus is to develop publications for multi-Service tactics, techniques, and procedures. Projects are designed to fill interoperability voids between units, staffs, and Services that are involved in joint tactical operations. ALSA facilitates joint working groups, staffs drafts worldwide for consensus, and obtains appropriate Service approval for publishing. CADD, as part of the Mission Command Center of Excellence, arranges for TRADOC participation in joint working groups and promotes other Army SME support as necessary. The Mission Command Center of Excellence approves ALSA-developed multi-Service publications for the Army for those publications on which the Army participates in development. Details can be found at the ALSA website http://www.alsa.mil/.

d. Multinational doctrine publications. The Army participates in multinational force compatibility agreements, NATO, and the ABCANZ Armies Program. The doctrinal processes for NATO and ABCANZ resemble those followed by the Army and joint doctrine.

(1) For NATO, the Army by its own agreement serves as the custodian of selected STANAGs. STANAGs are either standalone documents or STANAGs and allied publications. These NATO publications are developed and coordinated in accordance with instructions from their working groups using AAP-03(K), AR 34-1, and this regulation. There are a multitude of types of allied publications. Those designated as allied joint publications (AJPs) follow different management and staffing procedures than other allied publications.

(a) Allied joint publications. The development, review, and coordination of AJPs are the responsibility of the custodian. Custodians must follow the procedures in AAP-47(C). Internal to the U.S., AJPs are managed by the Joint Staff, J-7. The J-7 will provide consolidated comments and ratification positions for the U.S. The review and ratification of AJPs for the Army is centrally managed through the Army Staff. CADD, CAC is the lead organization for staffing and consolidating TRADOC comments as well as recommending positions on all AJP actions.

(b) Other allied publications. The development, review, and coordination of allied publications are the responsibility of the custodian. To ensure proper integration, the TRADOC or non-TRADOC custodian should staff all drafts to any potentially affected organizations. CADD, CAC is the lead organization for staffing and consolidating TRADOC comments as well as recommending positions on all allied publication actions. The ratification of operational STANAGs is accomplished by the DA G-3/5/7. Ratification of materiel STANAGs is accomplished by the Deputy Assistant Secretary of the Army for Defense Exports and Cooperation.

(2) For ABCANZ, as with NATO, the Army by its own agreement serves as the project leader for selected STANAGs and publications. The development, review, and coordination of ABCANZ products are the responsibility of the project leader. To ensure proper integration, the TRADOC or non-TRADOC proponent project leaders should staff all drafts to any potentially affected organizations. The ratification or agreement of ABCANZ products for the Army is centrally managed by the DA G-3/5/7.

4-18. Publishing and implementation
Once the FEF is produced, the doctrine publication is ready for publishing and dissemination.

a. Publishing.

(1) For doctrine publications, the proponent electronically submits the request for publishing packet to CADD at the following address usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil. The request for publishing packet contains the following:

(a) FEF in PDF.

(b) The consolidated adjudication comment matrix.

(c) TF 25-36-1.

(d) The electronic initial distribution list for Armywide distribution of printed copies (if applicable, see para 4-18a(6) for scrubbing an initial distribution list).

(e) The DA Form 260-1.

(f) Release to publish copyright materials (if applicable).

(g) A special initial distribution list of printed copies for selective organizations, such as proponent office or school training proponents (if applicable).

(h) Processed DD Form 67 and prescribed forms (coordinated in advance with APD, if applicable).

(i) Any waivers needed for exceptions to policy (coordinated in advance with APD and AMC, if applicable).

(2) See table 4-2 for DA Form 260-1 signature approval authority.

Table 4-2
Program directive, publication, DA Form 260-1 approval

Publishing Designator	Program Directive Approval	Publication Approval	DA Form 260-1 Approval
ADP*	CAC	CAC	CAC
FM*	CAC	CAC	CAC
ATP*	CAC	Proponent	CAC
Other publications**	Not applicable	Proponent	Proponent
ADP change	Not applicable	CAC	CAC
FM change	Not applicable	CAC	CAC
ATP change	Not applicable	Proponent	CAC
*Document approval for a revision of an ADP, FM, and ATP follows the same as above, except for an urgent revision PD is only required internally.			
**Other publications include training circulars, general subject technical manuals, and proponent publications that are not doctrine, such as handbooks.			

(a) CADD conducts a review of the publication. When the CADD checklist reviewer determines the FEF meets the publication standards in accordance with TF 25-36-1, the Director, CADD signs the DA Form 260-1. If the publication is unsatisfactory, CADD returns the entire submission packet to the proponent. The proponent makes corrections and resubmits the publication.

(b) Director, CADD, CAC is the only approving (signature) authority for item 18 on the DA Form 260-1 for Army doctrinal publications (ALSA multi-Service publications in which the Army participated in development).

(3) CADD then forwards the request for publishing packet (signed DA Form 260-1, DD Form 67 and prescribed form if applicable, FEF in PDF, scrubbed initial distribution list as necessary, TF 25-36-1, and applicable enclosures) through Commander, U.S. Army Training Support Center, (ATIC-SAA-R), Replication and Distribution, 1900 Jackson Avenue, Fort Eustis, VA 23606-5166 (email at usarmy.jble.cac.mbx.atsc-adtlp@army.mil) to APD. For sharing publication files too large to be transmitted via email, proponents send through the DOD Safe Access File Exchange (SAFE) website at https://safe.apps.mil/. SAFE support files size up to 2 gigabytes.

(4) ATSC performs a final quality assurance check of the request for publishing packet and signs the DA Form 260-1, checks for the TF 25-36-1 and initial distribution list (if applicable), estimates the cost of and verifies availability of resources if printed copies are required, and forwards the documents to APD.

(5) APD authenticates, publishes in PDF and ePUB formats, and posts the publication on an official repository. After posting on APD website, APD notifies CADD, the proponent, and ATSC who in turn downloads and posts to the CAR. APD will not expedite authentication of the FEF without a general officer or civilian equivalent signature on the DA Form 260-1. If printed copies are required, AMC PMD contracts the order and provides a copy of the print order to ATSC for resourcing verification. Once AMC receives the printed copies, Army Print and Media Distribution Center (APMDC) distributes them in accordance with the initial print request and stores the balance at the distribution warehouse in Saint Louis, Missouri. See AR 25-38 and DA PAM 25-38 for details on the Army's policy for the printing and distribution of DA publications and forms.

(a) APD publishes doctrine in two formats: PDF and ePUB. PDF versions contain text and images. These officially published, text-only documents are available in a read-only format. All devices can access PDF versions. The second format is ePUB. The doctrine contained in ePUBs is authenticated, and the content is identical to the doctrine contained in PDF versions. The ePUB versions do not have page numbers. These versions contain scalable text and images. Any mobile device (including smart phones and tablet devices) with an e-reader can access ePUBs. However, ePUBS cannot be read on Army computers, since downloading of e-readers onto Army computer systems is not authorized.

(b) CADD will not convert publications with distribution statements (other than A) into ePUBs since that information is not allowed or accessible on mobile devices. The publications converted to ePUBs are indexed only by paragraph numbers due to their scalable page format. Those publications indexed by paragraph number will have a linked index.

(6) It is recommended that proponents submit a scrubbed electronic initial distribution list with the DA Form 260-1 for all publications with a print distribution requirement. (For all other publications, indicate Web in block 11c and in the OTHER box type ePUB [only if Distribution Statement A] of DA Form 260-1.) Upon request from the proponents, ATSC will obtain a complete Army mailing list (units with 12-series accounts) from AMC PMD. Proponents will review and modify the mailing list based on the publication target audience. It is recommended that proponents do not use initial distribution numbers (often called IDNs) from other publications to distribute a new or revised publication unless they have recently reviewed and approved that list. Proponents should keep print requirements to a minimum. In determining initial print requirements, proponents consider the target audience's echelon, mission, capability, and access to electronic media.

(7) TRADOC policy is to limit print distribution to the minimum required. All doctrine publications are electronically published and uploaded on the APD website and CAR.

(8) When there is a print requirement for a doctrinal publication, proponents determine distribution quantities for active Army organizations only. The Army National Guard and U.S. Army Reserve request their own distributions and pay from separate funds.

(9) In determining the initial distribution scheme, proponents make judgments based on the echelon of the organization, its mission, and user accessibility by other means (internet access). Proponents consider the availability of adequate automation capabilities at lower echelons, leadership guidance, and the capability of Soldiers to access the CAR and APD website. Normally, lower-echelon organizations have limited automation capabilities and may require more hard copies than higher-level organizations.

(10) Doctrine publications that require printing are prioritized and printed within available resources. New or revised publications have priority over reprints. ATSC manages the Army doctrine and training publication print funds.

(11) ATSC should consider the following print prioritization guidelines, if no other fiscal year priorities are provided, to manage their limited print budget:

(a) Platoon, company, troop, or battery operations (and selected reference publications).

(b) Battalion or squadron operations.

(c) Brigade or regiment combined arms operations.

(d) Division or corps operations.

(e) General operations.

(f) General references.

b. Implementation.

(1) Once a doctrine publication is published, the proponent will monitor to see if the doctrine is being implemented in unit training and operations and incorporated in institutional training and education.

(a) This phase of the process begins when the target audience starts applying doctrine.

(b) Proponent training developers continue to integrate the new or revised doctrine into institutional training plans, training publications, and evaluation criteria (for example, programs of instruction, course materials, Soldier training publications, and the Digital Training Management System available on the Army Training Management System website at https://dtms.army.mil/).

(c) Commanders incorporate the new or revised doctrine into their training programs and standard operating procedures and apply it during exercises and operations.

(2) Once the doctrine has been implemented, the proponent should concentrate on evaluating its usefulness and relevance, and meeting the target audience needs.

(a) Request that commands, combat training centers, CALL, and other agencies provide feedback on the doctrine publication's relevance and recommendations for improvements.

(b) The proponent should request, per AR 350-50, funds as a part of the Combat Training Center Proponent Review Program to visit the Combat Training Centers to collect lessons learned and best practices. Upon request, the office of primary responsibility for coordinating and funding this action is Combat Training Center Directorate, CAC.

(c) The proponent should encourage direct feedback via the doctrinal email address in the preface.

(d) The proponent should consider conducting a request for feedback in accordance with CJCSM 5120.01B.

4-19. milWiki doctrine
The Army Doctrine milWiki is a web-based doctrine development tool. Its main purpose is to enable incorporating rapid changes based on operational experiences into ATPs. All ATPs are posted on the Army Doctrine milWiki website. Hanging an ATP on Army Doctrine milWiki is not a substitute for staffing a publication. Proponents should view this tool as a way to obtain additional feedback from sources that might otherwise not be available through traditional staffing channels. However, doctrine proponents will produce and distribute separately classified ATPs; classified ATPs are not hung on Army Doctrine milWiki. All modifications of ATPs posted on Army Doctrine milWiki are considered drafts and not official doctrine until validated and approved by appropriate proponent and authenticated by APD. Individuals cannot use these drafts as official doctrine.

a. Individual responsibility. Any individual with a common access card can post suggested changes to specific documents. Individuals will modify, add, and delete the content of ATPs. Individuals will post short, succinct, and concise text and include a justification of why the change is required. Contributors will use correct doctrinal terms (where possible or recommend changes to terms) in FM 1-02.1.

(1) The individual will make only pertinent suggestions that enhance or refine ATPs.

(2) When making suggestions, contributors will adhere to all DOD operations security procedures, omitting specific information concerning units, commanders, or current operations.

(3) No postings are anonymous.

b. Proponent responsibility.

(1) Proponents will decide whether to accept, modify, or reject postings. If a proponent accepts or modifies a posting, it will determine when to republish the publication, to prepare a

formal change, or to accumulate change recommendations to support a full revision using the standard process. When preparing a revision from a milWiki document, proponents will allow enough development time to produce a coherent manuscript. Documents with numerous contributors require a single-pen rewrite.

(2) Centers of excellence will identify a primary POC for each ATP posted on Army Doctrine milWiki. Each center of excellence will have 30 days to identify and enroll the author in the Watch this ATP program after the ATP is posted on Army Doctrine milWiki.

(3) Proponents will determine which portions of ATPs posted on Army Doctrine milWiki will have locked content, blocking any modification. Locked content will be easily visible and clearly distinct from unlocked content.

(4) Proponents will monitor all postings regularly. Proponents' POC creates a watchlist for automatic notification of all changes. The POC will respond to any recommendation made on the ATP. The POC must acknowledge input and provide positive, negative, or neutral comments to each post. A response from the POC to the contributor reinforces that proponents consider suggestions and analyze feedback. The POC will provide direct feedback to each contributor.

(5) Proponents will adjudicate conflicts among existing doctrine to ensure consistency in content, language, and organization.

(6) When proponents issue a change, they will not request hard copies on the DA Form 260-1.

(7) Proponents formally staff a change if the change impacts publications other than just ATPs. Minimal changes do not require formal staffing.

c. CADD responsibility. This Wiki portal is a knowledge management project of CAC. CADD will maintain the website on which the milWiki operates.

Chapter 5
Doctrine Publication Management

5-1. Official repositories for doctrine storage and retrieval
Official repositories exist to store and retrieve doctrine publications.

a. APD. The authoritative source for Army doctrine is the APD official repository located at https://armypubs.army.mil/. This is a public site and requires common access card to access a publication with a distribution statement other than A.

b. Joint Electronic Library and Joint Electronic Library Plus. The Joint Electronic Library is the authoritative source for joint doctrine, to include Chairman of the Joint Chiefs of Staff directives and Department of Defense directives. The Joint Electronic Library is found at

http://www.jcs.mil/doctrine/ and the Joint Electronic Library Plus is located at https://jdeis.js.mil/jdeis/index.jsp.

c. CAR. The CAR, an official source for authenticated doctrine publications, is found at https://atiam.train.army.mil/catalog/. ATSC maintains the CAR and is responsible for ensuring doctrine publications mirror those on the APD website.

d. North Atlantic Treaty Organization Standardization Office. NATO promulgated publications and information are at https://nso.nato.int/nso/. Access to NATO-restricted publications requires registration and a password.

e. American, British, Canadian, Australian, and New Zealand Armies Program. ABCANZ publications and information are found at https://passport.apan.org. This site requires a permission and password from ABCANZ Armies Program.

5-2. Boards, working groups, and committees
The management of doctrine publications and the doctrine process involves boards, working groups, and committees.

a. Joint Action Steering Committee. The joint action steering committee meets three times a year to provide direction and guidance to ALSA and discusses other multi-Service doctrine issues. Individually, members of the joint action steering committee approve all phases of ALSA project development, culminating in approval of multi-Service publications. For more details, see the ALSA website.

b. Joint Doctrine Planning Conference. The Joint Doctrine Planning Conference addresses joint doctrine issues, such as project proposals, scope development, validation, and lead agents. This conference meets semiannually under the sponsorship of the J-7 to discuss and vote on doctrinal issues, such as whether to initiate new JPs, or revise or rescind existing JPs. For more information, see the Joint Electronic Library Plus website at https://jdeis.js.mil/jdeis/index.jsp; click on the link for the Joint Doctrine Planning Conference under the Doctrine tab.

c. Army doctrine forum. The Army doctrine forum is an Army forum sponsored by CADD, CAC. This forum assembles all the Army doctrine proponents on an as-needed basis to distribute guidance, gather recommendations and consensus, and resolve Army doctrine issues.

d. Army Quality Assurance Program. This program defines responsibility for accrediting all Army training and education institutions across all components (Regular Army and Reserve Component) with the exception of the U.S. Military Academy. This includes developing standards, planning, organizing, coordinating, scheduling, and leading teams of evaluators from TRADOC headquarters; Initial Military Training; CAC; and proponent school staffs as appropriate on accreditation visits. The DA lead agent for the Army Quality Assurance Program is the TRADOC Quality Assurance Office. As a part of this team, CADD provides a doctrine SME who conducts the doctrine portion of the accreditation in accordance with the Army Enterprise Accreditation Standards listed for doctrine development. For more information on this

program, see the Army Quality Assurance Program website at
https://intranet.tradoc.army.mil/sites/qao/QAOCOPII/SitePages/Home.aspx.

5-3. Management tools
Numerous tools are available to the users to assist in managing doctrine publications, the doctrine process, and training and education. The following tools provide doctrinal information to the users:

a. The Fiscal Year Doctrine Development Guidance. The doctrine development guidance establishes fiscal year (FY) doctrine development priorities and guidance. When reporting doctrinal issues in support of various status reports, inputs for doctrine publications should relate closely to the guidance. CG, CAC provides the guidance normally in a memorandum format. When requested, TRADOC and non-TRADOC proponents report publication development status to CADD, CAC based on the guidance issued. As necessary, CADD may publish interim doctrine development guidance in the form of a newsletter to inform the doctrine community of various changes in policies impacting doctrine development.

b. The DLMP.

(1) The DLMP is used to manage or forecast the life cycle sustainment of doctrine and other publishing designators (such as TCs and TMs) that are developed or sustained by the doctrine proponents. The primary purpose of the DLMP is to track the status of Army doctrinal publications and forecast resources for development requirements above authorizations. It lists all Army, joint, multi-Service, and multinational doctrine publications for which TRADOC and non-TRADOC doctrine agencies are the proponents, PRAs, or TRAs. It includes current publications, new developments, changes, revisions, and proposed consolidations. CADD, CAC maintains the DLMP through proponent input via the TD2-QA. TD2-QA allows doctrine proponents to automatically update the DLMP online. Each proponent's portion of the DLMP is approved by that proponent's doctrine chief and verified or validated by CADD. If problems arise, CADD will notify the proponent through email or phone for corrective action. The current FY listing is used to project and prioritize resources for doctrine development. (Appendix D discusses the ETVs that are programmed in the TD2-QA and used to forecast man-hour and man-year requirements in the DLMP.) The DLMP feeds doctrine development resource requirements that supports justification to request additional resources to support the development of doctrine. At a minimum, the DLMP is updated annually or as requested by CADD, but the TD2-QA provides the capability to update as changes occur. A current copy of the DLMP can be printed out via the TD2-QA report section.

(2) The DLMP contains the year-of-execution and forecast for the budget and the program objective memorandum year's development requirements. It allows each proponent to identify resource requirements beyond its organization's authorizations listed in the table of distribution and allowance. It also supports program objective memorandum efforts for additional resources (normally the result will be additional dollars for contract support). The DLMP is not rigid. The DLMP allows developers to forecast resources for future revisions and developments, based on potential concept linkage, or impacts on doctrine publications (doctrinal gaps). It allows proponents flexibility to determine their future requirements. These are based on:

(a) Results of the 18-month assessment of doctrine publications.

(b) For planning purposes only, the assumption that all doctrine publications require revision at least every five years or sooner based on the publications' volatility of information.

(c) Leadership guidance.

(d) New DOD policies.

(e) New requirements based on future force capabilities identified in the Joint Capabilities Integration and Development System and accelerated capabilities developments.

c. Doctrine developer training and education. Most of the Army's civilian doctrine developers' professional career field is CP 32. The CP 32 ACTEDS Plan identifies the professional development assignments, training, and education that enable doctrine developers to support the Army's continued transformation and to enhance career development through educational courses funded by HQDA through CP 32. The non-CP 32 doctrine developers may attend the CP 32 sponsored courses but will be resourced through their perspective CP or command. To obtain more details on available professional development courses and funding review the ACTEDS Plan, visit the Army CP 32 milSuite website or call the Army CP 32 Office at 757-501-5802/5804/5803.

d. Doctrine Developers Course.

(1) One of the primary professional development courses offered in the CP 32 ACTEDS Plan is the Doctrine Developers Course listed at the Army Logistics University website http://alu.army.mil/. The course is sponsored by the Army Logistics University at Fort Lee, Virginia and supported with key SME instructors from CADD and other proponents. This course provides doctrine developers with information and practical exercises to develop Army doctrinal publications using the Army doctrine development process. It also introduces joint, allied joint, and multi-Service doctrine processes. It orients students to the relationships of the various publishing designators, doctrine processes, and life cycle management of Army doctrine. Some key topics of the course include fundamentals of doctrine; determining doctrine requirements; doctrine production, publishing, and dissemination; implementing and evaluating Army doctrine; managing Army doctrine; and developing multinational, joint, and multi-Service doctrinal publications.

(2) If a proponent has several personnel to train, it may be more cost effective for the organization to officially request (through G-3 channels) Army Logistics University to provide a mobile training team to come to their location and conduct the course. The mobile training team request has to be approved by the HQDA Training Resources Arbitration Panel. The request is submitted through HQ TRADOC G-3/5/7 to the HQDA, DCS, G-3/5/7 and HQDA, DCS, G-1 who co-chair the TRAP. To obtain a Formal/Out of Cycle TRAP Request Format contact HQ TRADOC G-3/5/7 Training Operations Management Activity at 757-501-5667/5673/5674/ 5671. For more details on the TRAP, see TR 350-70 and AR 350-10.

e. Doctrine Smart Book. The Doctrine Smart Book is a concise collection of Army doctrine summaries that reflects current approved doctrine and is prepared by the CAC. It displays the Army doctrine hierarchy, illustrates the doctrinal publication hierarchical relationships, articulates a brief a one-page synopses of each current approved ADP and FM, and it provides a list of all ATPs. The principal audience for the Doctrine Smart Book is all readers of doctrine, military, civilian, and contractor. CADD posts it on the CADD milBook website.

f. Army Doctrine Newsletter. The CAC publishes the Doctrine Newsletter periodically to highlight recent and upcoming changes to doctrine and provides information related to doctrine use. This Doctrine Newsletter provides information on the overall doctrine strategy. The target audience is all users of Army doctrine and is disseminated to the lowest level to maximize the understanding of doctrine and the timelines of significant publications. CADD posts it on the CADD milBook website.

g. Doctrine Primer. To fully understand the Army's entire body of professional knowledge (doctrine), CAC recommends that doctrine developers read ADP 1-01. This publication guides Army professionals in understanding of the entire body of professional knowledge and beliefs that shape the art and science of their profession. It addresses what doctrine is, why it is important, and which major ideas underlie it. The publication also discusses the most important taxonomies and terms used in the conduct of operations and the way they fit together as a single coherent whole.

5-4. Records management
Proponents will create and maintain records in accordance with AR 25-400-2 and DA PAM 25-403. Proponents will use the ARIMS Army Electronic Archive, or the most current approved electronic recordkeeping system, to manage their records.

a. Doctrine proponents create doctrine publications and supporting files that are permanent records as part of the doctrine development process (preparation, final review, approval, and resolution of comments). These include information relating to preparation, review, issuance, and interpretation of operational doctrine, including joint doctrine; coordinating actions on proposed doctrine; and recommendations and communications (comment matrices).

b. Doctrine proponents review other proponents' draft doctrine and create comment matrices.

c. Doctrine proponents will review Appendix I and consult their organizations' records manager for assistance and details.

Appendix A
References

Section I
Required Publications
Unless otherwise indicated, TRADOC publications and forms are available at
https://adminpubs.tradoc.army.mil. Army publications and forms are available on the Army
Publishing Directorate website at https://armypubs.army.mil/default.aspx. DOD issuances and
forms are available at https://www.esd.whs.mil/DD/.

AR 5-22
The Army Force Modernization Proponent System

AR 25-30
Army Publishing Program

AR 25-38
Army Printing and Distribution Program

DA PAM 25-38
Army Printing and Distribution Procedures

DA PAM 25-40
Army Publishing Program Procedures

DA PAM 25-403
Army Guide to Recordkeeping

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

MIL-STD-2525D
Department of Defense Interface Standard: Joint Military Symbology

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

TR 25-30
Army Doctrinal and Training Publishing Program

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.

AAP-03(K)
Directive for the Production, Maintenance and Management of NATO Standardization Documents (Available at https://assistca.dla.mil/).

AAP-47, Edition C, Version 1
Allied Joint Doctrine Development (Available at https://assistca.dla.mil/).

ADP 1
The Army

ADP 1-01
Doctrine Primer

ADP 2-0
Intelligence

ADP 3-0
Operations

ADP 3-19
Fires

ADP 3-37
Protection

ADP 3-90
Offense and Defense

ADP 4-0
Sustainment

ADP 5-0
The Operations Process

ADP 6-0
Mission Command: Command and Control of Army Forces

ADP 6-22
Army Leadership and the Profession

ADP 7-0
Training

ADRP 1-03
The Army Universal Task List

APP-6, Edition D, Version 1
NATO Joint Military Symbology

AR 11-2
Managers' Internal Control Program

AR 25-400-2
The Army Records Management Program

AR 27-60
Intellectual Property

AR 34-1
Interoperability

AR 70-41
Armaments Cooperation

AR 350-10
Management of Army Individual Training Requirements and Resources

AR 350-50
Combat Training Center Program

AR 380-5
Army Information Security Program

AR 380-10
Foreign Disclosure and Contacts with Foreign Representatives

AR 550-51
International Agreements

ATP 3-90.8
Combined Arms Countermobility Operations

CJCSI 5120.02E
Joint Doctrine Development System

CJCSM 3500.04F
Universal Joint Task Manual

CJCSM 5120.01B
Joint Doctrine Development Process

DA PAM 25-91
Visual Information Procedures

Doctrine Smart Book

DODI 5025.12
Standardization of Military and Associated Terminology

DODI 5200.48
Controlled Unclassified Information

DODI 5230.24
Distribution Statements on Technical Documents

DODI 5530.03
International Agreements

FM 1-0
Human Resources Support

FM 1-02.1
Operational Terms

FM 1-02.2
Military Symbols

FM 2-0
Intelligence

FM 3-0
Operations

FM 4-0
Sustainment Operations

FM 6-0
Commander and Staff Organization and Operations

FM 7-0
Training

JP 1
Doctrine for the Armed Forces of the United States

JP 3-0
Joint Operations

JP 3-18
Joint Forcible Entry Operations

Marine Corps Supplement to the DOD Dictionary of Military and Associated Terms

National Defense Strategy

National Military Strategy (Available at https://www.jcs.mil/Media/Publications/)

National Security Strategy (Available at https://www.whitehouse.gov/wp-content/uploads/2022/10/Biden-Harris-Administrations-National-Security-Strategy-10.2022.pdf)

Plain Writing Act of 2010

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

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

TR 1-11
Staff Procedures

TR 10-5
U.S. Army Training and Doctrine Command

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

TR 350-70
Army Learning Policy and Systems

Section III
Prescribed Forms

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

Section IV
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

DD Form 67
Form Processing Action Request

Appendix B
Terminology and Symbology

B-1. Governing directives

a. This appendix establishes procedures for standardizing the use of terms, definitions, acronyms, and symbols in Army doctrinal publications. It implements policy established in DODI 5025.12 (for terms) and Military Standard (MIL-STD)-2525(D) (for symbols).

b. DODI 5025.12 establishes the requirement that all DOD elements use standard military terminology, while allowing the Services to establish terms and definitions for functional areas. MIL-STD-2525(D) establishes the requirement that all DOD elements use standard military symbology. Army doctrine uses standard joint terms and definitions established in DOD Dictionary of Military and Associated Terms and Army terms, definitions, and symbols established by proponents and listed in FM 1-02.1 and FM 1-02.2. Proponents may propose a new Army term or symbol when existing joint or Army terms or symbols do not adequately address Army needs.

B-2. Policy for terms and definitions

a. New terms and definitions may be established when an existing joint or Army term does not adequately express an idea, or the definition of an existing term is not adequate for the intended use. A doctrine proponent may propose a new Army term and definition for an existing term during the publication process for the revision, change, or establishment of new a doctrinal publication. New Army terms become standard when the proponent doctrine publication that includes them is authenticated and published.

b. Army and joint terms and definitions cannot be altered without proper coordination and approval of the proponent. Proposals to change Army and joint definitions must be submitted during the publication process for a revision or change of the Army or joint term proponent publication. Term definitions will not be altered if used in the same sense as it is defined in existing joint and Army publications.

c. Doctrine proponents use the following criteria to determine acceptability of a new term and its definition for inclusion in FM 1-02.1:

(1) A similar definition does not exist in current common English-language, Army, joint, or NATO dictionaries.

(2) Each definition of a term must have only one proponent publication.

(3) The definition is nondescriptive. It formally states the exact meaning of a term and distinguishes it from any other definition. This differs from a description. A description is a narrative containing information about the term not constrained in format or content. Descriptions are not contained in definitions.

(4) The term is not self-defining as in the example of bomber aircraft. It is an aircraft that is capable of delivery bombs.

(5) The definition does not consist of or contain abbreviations or acronyms.

(6) The definition should be unclassified. The proponent must coordinate any classified definitions with the Army terminologist at CADD. (See para 4-18c(4) for contact information.)

(7) The term is not a procedure word and contains no procedure words in the definition.

(8) The term and its definition correspond grammatically and apply standard English language rules of style, grammar, spelling, and punctuation. For example, a term that is a noun has a definition that explains it as a noun. Army definitions do not use abbreviations, acronyms, ampersands, ellipses, etceteras, or slash marks (solidi).

d. Once the proposed terms comply with the criteria, the doctrine proponent will coordinate proposed submissions with Army schools, centers of excellence, and the Army terminologist during the development and review process of the publication. To propose an Army term, or an additional Army definition, doctrine proponents:

(1) Include the term and its definition in the PD and in the drafts of the doctrine publication that establishes the term (the proponent doctrine publication). The PD and staffing letter also must indicate terms that are proposed for modification or for rescission.

(2) Enclose with the draft a list of all proposed and existing terms and definitions for which the publication is the proponent. Refer to the list in the staffing letter, and include the following statement: "Concurrence with this draft constitutes concurrence with the proposed definition of all terms listed in enclosure [number]." Approval of the publication constitutes the approval of all terms for which the publication is the proponent publication.

(3) Review definitions of all existing and proposed terms concurrently during development or revision of the proponent publication for the terms. Doctrine proponents are responsible for rescinding terms that are no longer needed when the proponent publication for those terms is

revised. Proponents list the rescinded terms in the summary of changes in the Introduction of the revised proponent publication.

(4) The Army terminologist will review all proposed new and modified Army terms during the doctrine development process. The Army terminologist will provide concurrence or nonoccurrence of terms, definitions, and their usage in the publication. If the Army terminologist nonconcurs with proposed terminology, a recommended change and rationale will be provided on a comment matrix to the proponent author. To facilitate this process, proponent authors may directly contact and coordinate new terminology changes with the Army terminologist at Director, Combined Arms Doctrine Directorate, Army Terminologist (ATZL-MCD), 300 McPherson, Fort Leavenworth, KS 66027-1300, or email usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil. New terms and definitions or modifications will be added to FM 1-02.1 and the Army Doctrine Terms and Military Symbols website after official publication of term proponent manual.

e. Doctrine proponents identify terms in the body of the publication and the glossary as directed in para B-3.

B-3. Identification of terms and definitions

a. Definitions in glossaries. A glossary must contain the definitions of terms for which the publication is the proponent. The author determines which other terms to include in the glossary, ensuring all are consistent with their proponents and those proponents are identified. The glossary should only contain terms used in and related to the content of the publication; glossaries are publication specific. The following are guidelines for definitions in glossaries:

(1) An asterisk precedes terms in the glossary for which the publication is the proponent. When an asterisk precedes a term, no other indication of proponency is needed. See figure B-1 for a sample proponent term in glossary.

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*ambush
A form of attack by fire, or other destructive means, from concealed positions, on a moving or temporarily halted enemy.

Figure B-1. Sample proponent term

(2) All terms for which the publication is not proponent require the proponent publication after the definition. Follow all definitions from other sources with the number of the proponent publication. See figure B-2 for a sample term in glossary from another Army proponent.

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attack
A type of offensive operation that destroys or defeats enemy forces, seizes and secures terrain, or both. (ADP 3-90)

Figure B-2. Sample term from other Army proponent

(3) If a term has both a formal Army definition and joint definition, identify which type of definition is used in the publication.

(a) For the Army definition of a term with both an Army definition and a joint definition, precede the definition with the word Army in parentheses (to indicate that the term also has a joint definition) and follow the definition with the number of the proponent publication in parentheses. See figure B-3 for a sample Army term and definition in glossary in which the joint defines same term with a different definition.

> **all-source intelligence**
> (Army) The integration of intelligence and information from all relevant sources in order to analyze situations or conditions that impact operations. (ADP 2-0)

Figure B-3. Sample Army definition for term defined by Army and joint dictionaries

(b) For the joint definition of a term with both an Army definition and a joint definition, precede the definition in the glossary with the word joint in parentheses (to indicate that the term also has an Army definition). Follow the definition with the number of the proponent joint publication or with DOD Dictionary of Military and Associated Terms in parentheses if there is no other joint proponent publication. (DOD Dictionary of Military and Associated Terms lists proponent publications for most joint terms.) See figure B-4 for a sample joint term and definition in glossary in which the Army defines same term with a different definition.

> **combat power**
> (joint) The total means of destructive and/or disruptive force that a military unit/formation can apply against the opponent at a given time. (JP 3-0)

Figure B-4. Sample joint definition for term defined by Army and joint dictionaries

(4) Precede the definitions of multi-Service terms listed in glossaries with the names of the Services that share the definition in parentheses. Follow with the definition with the proponent publication for Army use in parentheses. See figure B-5 for an example multi-Service term and definition in glossary in which the Army and Marine Corps define same term with the same definition in the same multi-Service publication.

> **reserved obstacle**
> (Army/Marine Corps) Obstacles of any type, for which the commander restricts execution authority. (ATP 3-90.8)

Figure B-5. Sample multi-Service definition for term defined in a multi-Service publication

(5) Precede the definitions of NATO terms listed in glossaries with the word NATO in parentheses, and follow the definition the proponent publication for the term in parentheses. See figure B-6 for a sample NATO term and definition in glossary.

> **international organization**
> (NATO) An intergovernmental, regional or global organization governed by international law and established by a group of states, with international juridical personality given by international agreement, however characterized, creating enforceable rights and obligations for the purpose of fulfilling a given function and pursuing common aims. (APP-6, Edition D)

Figure B-6. Sample North Atlantic Treaty Organization term and definition

(6) If the NATO term is also a multi-Service (but not joint) term, place the names of the Services that share the definition in parentheses ahead of the word NATO.

b. Terms in the body of publications. Authors determine which terms and which formal definitions to use in a publication based on the intended audience. It is not necessary to define all terms used if targeted readers are assumed to be familiar with them.

(1) Definitions of terms for which a publication is the proponent are bolded in the body of the publication. The term itself is displayed in bold italics. Ideally, the publication presents the definition only one time in the body of the publication where it first mentions the term. See figure B-7 for a sample of a proponent term defined in the body of its publication.

> ***Tempo* is the relative speed and rhythm of military operations over time with respect to the enemy.**

Figure B-7. Sample proponent term defined in body of publication

(2) Definitions of terms for which the publication is not proponent do not have bolded text. Show the definition only one time in the body of the publication, ideally when the publication first uses the term. Italicize only the term (but not the definition) and follow the definition with the number of the proponent publication in parentheses. Do not include the approved acronym as part of the definition; the "also called XYZ" is not considered part of the definition. For Army terms, the proponent publication will be an ADP, FM, or ATP. For joint terms, it will be the proponent joint publication for the term. See figure B-8 for a sample of a term defined in the body of a publication.

> A *running estimate* is the continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable (ADP 5-0).

Figure B-8. Sample term from another publication defined in body of publication

c. Preface explanation. The Preface of the publication explains the terminology style conventions used in the body and the glossary per para B-4.

B-4. Notification of style convention

a. Preface statement. The following paragraph will appear, in whole or in part, in the preface of all doctrine publications; proponents include only the applicable sentences. Example: FM X-XX uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which FM X-XX is the proponent publication (the authority) are marked with an asterisk (*) in the glossary. When first defined in the text, terms for which FM X-XX is the proponent publication are boldfaced and italicized, and definitions are boldfaced. When first defining other proponent definitions in the text, the term is italicized and the number of the proponent publication follows the definition. Following uses of the term are not italicized.

b. Glossary statement. The following paragraph can appear, in whole or in part, to introduce the Glossary of all doctrine publications; proponents include only the applicable sentences. Example: The glossary lists acronyms and terms with Army or joint definitions. Where Army and joint definitions differ, (Army) precedes the definition. The Army proponent publication for other terms is listed in parentheses after the definition. Approved Marine Corps acronyms, terms, and definitions can be found in Marine Corps Supplement to the DOD Dictionary of Military and Associated Terms.

B-5. Acronyms and abbreviations

a. Acronym use. Authors limit acronym use to enhance the readability of text. An acronym is a shortened form of a word formed from the initial letter or letters of each of the successive parts or major parts of a compound term (for example, NATO). Acronyms are used to simplify the reading and discussion of doctrine, not to shorten the text of a publication. Proponent authors must eliminate acronyms when the sheer number of acronyms used in a publication inhibits understanding.

b. Abbreviations. An abbreviation is a shortened form of a single word that is usually not pronounced as either individual letters or as a word (for example, km for kilometer or div for division). Abbreviations are printed in lower case and are not followed by a period. Exceptions are those designating military ranks or states (for example MAJ for major and NY for New York) and certain letter symbols such as mHz for megahertz. Abbreviations are used in graphics and are seldom used in text. (See TP 25-40 for guidance on using abbreviations.)

c. New acronyms. All new acronyms must be reviewed by the proponent and Army terminologist during the publication process to ensure correct acronym composition and acceptability for use in doctrinal publications prior to publication. Doctrinally approved acronyms will be added to FM 1-02.1 and the Army Doctrine Terms and Military Symbols website when they have doctrinal cross branch or functional usage. The criterion for considering an acronym for inclusion is that an acronym must appear in two doctrinal manuals that are not branch-specific or function-related.

d. Guidance.

(1) To obtain uniformity in the formation or creation of acronyms, apply the following criteria:

(a) To avoid clumsiness and confusion, the length of an acronym must be more than one letter and less than seven letters.

(b) Acronyms that form existing words should be avoided.

(c) Acronyms identical with those authorized for other terms and phrases must be avoided.

(d) Use all capital letters to create acronyms. Use a capital letter for the first letter of each word, or the prefixes and suffixes of compound words utilized for the established expression. Examples are:

o APPR (Army package power reactor)

o CPR (cardiopulmonary resuscitation)

(e) Do not mix upper and lower case letters in acronyms. Examples:

o DOD, not DoD for Department of Defense.

o MCCOE, not MCCoE for Mission Command Center of Excellence.

(f) Represent the full form of an acronym in the appropriate case. Generally, the full form is in lower case. However, if the full form consists of proper nouns, then use upper case for those proper nouns.

(h) See the APD Abbreviation, Brevity Codes, and Acronyms (ABCA) Dictionary at https://armypubs.army.mil/abca/default.aspx. The ABCA contains the authorized ABCAs Directory for Army use. To add a new ABCA, request a change to an existing ABCA, or request deletion of an ABCA contact APD via email at usarmy.pentagon.hqda-apd.mbx.publishing-division@army.mil.

(2) Do not create an acronym for a defined term listed in FM 1-02.1 or DOD Dictionary of Military and Associated Terms that has no associated acronym. Do not create an acronym if it does not appear in the acronym sections of these manuals. When proponents created those defined terms, they deliberately intended no associated acronyms for the terms. Terms with an associated acronym will have the descriptor (if used in publication) "Also called," as in the figure B-9:

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limit of advance
A phase line used to control forward progress of the attack. The attacking unit does not advance any of its elements or assets beyond the limit of advance, but the attacking unit can push its security forces to that limit. Also called LOA. (ADP 3-90)

Figure B-9. Sample term with associated acronym

(3) Do not create a new acronym using another existing acronym or abbreviate an existing acronym to combine with another acronym or to create another acronym. Compounding acronyms further dilutes the meaning of the acronym, does not assist in better understanding doctrine, and should be avoided. For example, do not combined aviation (AVN) and liaison officer (LNO) to create AVNLNO.

(4) An acronym or abbreviation can represent only one term in any individual doctrine publication. If, for example, a publication uses both "infrared" and "information requirement," the acronym IR can represent only one of these terms; the publication must write out the other

used. (Per TP 25-40, the exception is FM, which may be used for field manual and frequency modulated in the same publication.)

(5) Abbreviations should not be used in the text of a publication. This also applies to military ranks (SGT, MAJ) and unit sizes (BN, BDE). Abbreviations should only be used in figures and tables and then listed in their legends. Per TP 25-40, avoid using abbreviations in text except as follows:

o In technical and scientific works that contain many measurements, symbols and units of measure may be used with numbers, for example, 3'15" and 9 mm.

o Equations may contain symbols.

o Fiscal year and the year itself may be shortened to, for example, FY 22.

(6) An acronym in a publication must be:

(a) Shown with the words that it replaces (referred to as the full form) the first time it appears in the body of the publication unless it is an exception listed in para B-5d(7). Once an acronym is introduced in the body of the publication or a chapter, do not show the full form again except in tables, in figures, in headings and titles, in the glossary, in proper names, and when the complete phrase forms a part of another longer phrase that is also a formally defined term or proper name.

Note. Figures and tables are stand-alone. They use a legend or introduce acronyms in their first use. If the text following a figure or table uses the acronym for the first time, the full form should still be given the first time that acronym is introduced in the actual text of the publication.

(b) Included with full form in Section I of the Glossary.

(7) A doctrinally approved acronym should be written out in full form if it is used fewer than five times in the publication or it appears in only one paragraph or section. This rule does not apply to the following:

(a) Customary or assigned short titles of official publications publication (for example, ADP 3-0 for Army Doctrine Publication 3-0.) Do not use these acronyms when referring to a publications category in general. (For example, write "The following Army techniques publications [not, the following ATPs] address this topic.").

(b) Official military organizations and sub-organizations (for example, TRADOC for U.S. Army Training and Doctrine Command and MCCOE for Mission Command Center of Excellence).

(c) Acronyms more commonly understood in acronym form than in their full form. This guideline pertains especially to longer expressions and equipment names, such as DCGS-A for Distributed Common Ground System–Army.

(d) Acronyms copyrighted or established by law or word forms used as proper names, such as Aramco for Arabian-American Oil Company.

(e) Model designations and symbols assigned to aircraft, missiles, vessels, or vehicles (for example, M-2 to designate an infantry fighting vehicle); however, capitalize nicknames, such as Bradley fighting vehicle.

(f) Abbreviations for title, rank, and grades.

(g) Standard abbreviations for geographical locations.

(8) Acronyms currently defined as words in a standard English dictionary (for example, radar and laser) will not be spelled out and will not be listed in the Glossary.

(9) The glossary does not contain acronyms that are not used in the text. Acronyms used only in tables and figures are not included in the publication's glossary.

B-6. Policy for symbols

a. MIL-STD-2525(D) establishes a single standard for developing and depicting hand-drawn and computer-generated military symbols for any application. FM 1-02.2 complies with MIL-STD-2525(D) and compiles all land-related symbols found in MIL-STD-2525(D). FM 1-02.2 is the proponent for all Army military symbols not currently included in MIL-STD-2525(D) that are used and or apply to Army doctrine.

b. Doctrine proponents will not create, combine, or modify symbols that differ from those approved in FM 1-02.2, MIL-STD-2525D, or Allied Procedural Publication (APP)-6, Edition D (NATO). Doctrine manuals and official doctrinal related presentations or supporting documentation shall not include:

(1) Incorrect or rescinded military symbols.

(2) Unapproved symbology is symbols not included in FM 1-02.2, MIL-STD-2525D, APP-6, Edition D, or recently approved in a change-proposal document.

(3) Hybrid symbology is symbols or operational overlay sketches using approved military symbols with drawings or caricatures that are not recognized or approved for use.

(4) Military symbol duplicity occurs when an unapproved symbol or acronym that contains part of an abbreviation that can be constructed using approved symbols. For example, using BSB for brigade support battalion is incorrect for three reasons. Current military symbology has an amplifier for this echelon (II) unit, this existing sector 1 icon that denotes this echelon of support (X), and this main icon for support (SPT). When used correctly, these three symbols effectively translate and construct the brigade support battalion symbol.

c. A doctrine proponent may propose the creation of a new symbol or a modification of a symbol if there is a language gap in current symbol standard and it doesn't adequately support doctrine, or if the existing symbol is no longer satisfactory for its intended use. However, a doctrine proponent must describe and justify in detail the purpose and use of the symbol.

d. Doctrine proponents use the following criteria to determine acceptability of a new symbol, modification of a current symbol, or rescinding a symbol detailed in MIL-STD-2525D and FM 1-02.2:

(1) Create new symbols only when existing DOD or Army symbols do not adequately translate written operational doctrine language into military symbol language.

Note. Always check to ensure that an icon does not exist before proposing the creation of a new icon.

(2) Modify or rescind a symbol if an existing symbol is no longer relevant or used in doctrine.

(3) Submit a symbology change proposal to CADD, CAC. A change proposal includes the proposed symbol, the justification, and the discussion in an associated proponent publication that describes in detail how to use the symbol.

(4) When developing acronym symbols for units, do not include abbreviations for any part that can be constructed using approved symbols such as abbreviation the echelon of the unit. Current military symbols uses sector 1 and 2 modifiers, main icons, frames, and amplifiers as building blocks to translate written language and construct military symbols.

(5) Avoid creating sector 1 and 2 modifiers for standard unit functions, such as expeditionary. All operational Army units are expeditionary.

(6) When creating equipment symbols, make them generic in nature and not specific to a type of system. For example, there are air defense missile launchers for equipment symbols as a generic category and not a specific missile type. Specific missile types can be annotated in an amplifier field as additional information.

(7) If multiple sizes of systems exist, include the differences in the associated proponent publication, such as 60 millimeter or less for small, 61 millimeter–119 millimeter for medium, and 120 millimeter or more for large.

(8) The control measure symbol must be supported by doctrine and have an associated proponent publication that describes in detail the use and purpose of the symbol.

e. Symbology Change Proposal Process. Doctrine proponents submit a symbology change proposal to add, delete, or modify military symbol information, instructions, and policies in FM 1-02.2 and MIL-STD-2525D. The following details procedures to prepare, submit, coordinate, and approve change proposals:

(1) To facilitate this process, proponent authors shall directly contact and coordinate symbology change proposals with the Army Symbologist or Terminologist at Director, Combined Arms Doctrine Directorate, Army Symbologist or Terminologist (ATZL-MCD), 300 McPherson, Fort Leavenworth, KS 66027-1300, or email usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil. The Army Symbologist collaborates with proponents to ensure that the proposal meets military symbol standards.

Note. Change proposal submissions require a 4-month review and coordination process.

(2) Doctrine proponents must submit documentation (text, drawings, graphics, and so on) to show why and how to show the proposed change in FM 1-02.2 and MIL-STD-2525D.

(3) Change proposals must be unclassified. If a change proposal must contain classified information, doctrine proponents submit an unclassified version with reference to access the classified version on the appropriate classified medium.

(4) Change proposals must be submitted for an individual proposed or existing symbol. Exceptions may be grouped together and submitted as one change proposal for:

(a) Changes to multiple existing symbols that share the same properties, components, or drawing parameters.

(b) Multiple editorial (administrative such as typographical or spelling) changes.

(5) Doctrine proponents submit all change proposals electronically.

(6) The Army Symbologist or Terminologist reviews the change proposal and assigns a change proposal identification number for tracking and coordination. The identification number includes the calendar year and the numerical sequence of the submitted change proposal. The Army Symbologist then sends the change proposal to the DOD Symbology Standardization Management Committee members for review and motion to vote for approval to add the new symbol or make changes to MIL-STD-2525D.

(7) Upon approval of change proposal, the Army Symbologist or Terminologist informs the originator that the symbol is approved for use in in doctrine. The Army Symbologist or Terminologist adds the symbol to the Army Doctrine Terms and Military Symbols website within 60 days and includes the symbol in the future editions of MIL-STD-2525D and FM 1-02.2.

(8) Upon disapproval of change proposal, the Army Symbologist or Terminologist informs the originator and provides rationale for disapproval. The Army Symbologist or Terminologist collaborates with, assists, and provides recommendations to proponent for possible solutions. The originator may then modify change proposal and resubmit if deemed justifiable or withdraw proposal due to insufficient justification.

B-7. Policy for trade names and trademarks

TRADOC publications will use standard Army nomenclature or specification instead of trade names or trademarks. The proponent's servicing legal counsel will review and address questions concerning use of trade names and trademarks, with the exception of approved commercial off-the-shelf (COTS) manuals. See generally AR 25-30.

Appendix C
Doctrine Publication Numbering System

C-1. Doctrine publication numbering

a. The numbering system for doctrine publications is enforced by CAC. The system is used only for doctrine publications and supporting literature (TCs and TMs) developed by the doctrine proponents. It aligns doctrine publication numbers for the Army with the joint publication numbering protocols, when possible (see Joint Doctrine Hierarchy Chart and CJCSI 5120.02E). Doctrine publications for the Army are grouped into seven functional categories (FCATs). Table C-1 depicts the numbering categories for doctrine. One FCAT, not part of the joint numbering system, is 7-x, Warfighter Support. Category 7-x is for doctrine publications that do not fit in the other categories, primarily training the force and opposing forces for training. A few sets of doctrine publications are unique and not assigned to any category, such as ADP 1, the 1-02 reference series, and the 1-03 series.

Note. This table depicts sub-FCAT numbers and sub-FCAT titles that are broad categories that may contain numerous doctrinal publishing designators.)

Table C-1
Functional categories, numbers, and doctrine/proponent titles

FCATs #	FCAT Titles	Sub-FCAT#	Sub-FCAT Titles
			ADP 1, The Army; Reference series 1-02, Terms and Symbols; Reference series 1-03, Army Universal Task List
1	Personnel		
		0	Human Resources Support
		04	Legal Support to the Operational Army
		05	Religious Support
		06	Financial Management Operations
		19	Army Music
		20	History
2	Intelligence		
		0	Intelligence
		19	Intelligence Support at Different Echelons
		22	Intelligence Disciplines
		33	Analysis
		91	Intelligence Support to Operations and Tactics

Table C-1. Functional categories, numbers, and doctrine/proponent titles, cont.

FCATs #	FCAT Titles	Sub-FCAT#	Sub-FCAT Titles
3	Operations		
		0	Army Operations
		01	Air and Missile Defense
		04	Aviation
		05	Army Special Operations
		06	Urban Operations
		07	Stability
		09	Field Artillery/Fire Support
		11	Chemical, Biological, Radiological, and Nuclear
		12	Cyberspace and Electronic Warfare
		13	Information Operations
		14	Army Space
		16	Multinational
		17	Air Mobility
		18	Special Forces
		19	Fires
		20	Cavalry
		21/23/25	Infantry
		22	Army Support to Security Cooperation
		24	Counterinsurgency
		27	Global Ballistic Missile Defense
		28	Defense Support of Civil Authorities
		34	Engineer
		35	Deployment / Redeployment
		37	Protection
		39	Military Police
		50	Personnel Recovery
		52	Airspace Control
		53	Military Information Support Operations
		55	Information Collection
		57	Civil Affairs
		60	Targeting
		61	Army Public Affairs
		63	Detainee Operations
		75	Ranger Operations
		76	Special Operations Aviation
		81	Maneuver Enhancement Brigade
		86	High Altitude
		90	Tactics, Offensive, Defensive, and Combined Arms
		91	Division Operations

Table C-1. Functional categories, numbers, and doctrine/proponent titles, cont.

FCATs #	FCAT Titles	Sub-FCAT#	Sub-FCAT Titles
		92	Corps Operations
		93	Theater Army Operations
		94	Theater Army, Corps, and Division
		95	Infantry Brigade
		96	Heavy Brigade
		97	Stryker Brigade
		98	Reconnaissance and Security Organizations
		99	Airborne and Air Assault Operations
4	Sustainment		
		0	Sustainment
		01	Transportation
		02	Army Health System
		10	Contract Support
		11/12/13/14/15/16	Army Motor Transport Units and Operations
		25	Sanitation and Evacuation
		30	Ordnance
		31	Recovery and Battle Damage Assessment and Repair
		32	Explosive Ordnance Disposal Operations
		33	Maintenance Operations
		35	Munitions
		40	Quartermaster
		41	Field Feeding
		42	Supply and Field Services Operations
		43	Petroleum Supply
		44	Water Support
		45	Force Provider
		46	Mortuary Affairs
		48	Aerial Delivery
		70	Assistant Secretary of the Army for Acquisition, Logistics, and Technology Forward Support to Unified Land Operations
		90	Brigade Level Support
		91	Army Field Support Brigade
		92	Contracting Support Brigade
		93	Sustainment Brigade
		94	Theater Sustainment
		95	Logistics Operations

Table C-1. Functional categories, numbers, and doctrine/proponent titles, cont.

FCATs #	FCAT Titles	Sub-FCAT#	Sub-FCAT Titles
5	**Operations Process**		
		0	Army Operations Process
		19	Risk Management
6	**Mission Command**		
		0	Mission Command
		01	Army Knowledge Management
		02	Signal
		22	Leadership
		27	The Law of Land Warfare
		99	Report and Message Formats
7	**Warfighter Support**		
		0	Training
		22	Physical Readiness Training
		100	Opposing Forces

b. The authority for assigning all numbers to doctrine publications for the Army is delegated to the CG, TRADOC (per AR 25-30 and DA PAM 25-40). Proponents request assignment of a publication number when submitting the PD to CAC. Doctrine publication numbers are annotated and tracked in the DLMP.

C-2. Methodology for assigning a doctrine publication number
The first number (X-xx.x) is a single digit and identifies the FCAT (1-x = Personnel, 2-x = Intelligence, 3-x = Operations, 4-x = Sustainment, 5-x = Operations Process, 6-x = Mission Command, or 7-x = Warfighter Support). The second number (x XX.x), either one or two digits, preceded by a hyphen (-), places the publication within a functional field (from Sub-FCAT column). The third number (x xx.X) preceded by a period (.) indicates an extension to those publications that provide supporting, expanded, or sequential doctrine within a functional field (proponent created number). An ADP and FM will normally have no extensions (ADP X-X, ADP X-XX, or FM X-XX). An ATP may use up to a triple-digit extension (x-xx.X or x-xx.XX). (See figure C-1 for numbering.)
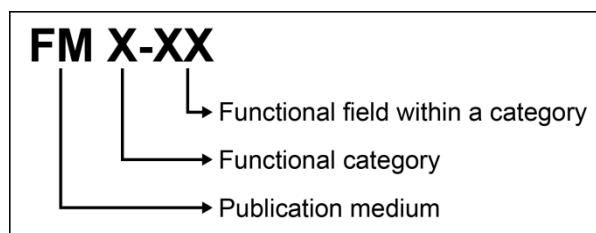
Figure C-1. Doctrine publication numbering

C-3. Supporting publication numbering (TCs and TMs)
Doctrine proponents that develop and publish TCs and TMs to support their core doctrine functions may use the same doctrine publication numbering convention to depict their support

relationships with the doctrine publications except the publishing designator will precede the numbers. These publications may use up to a triple-digit extension (TC X-XX.XX; TM X-XX.XX) as well. The number should mirror or as close as possible the doctrine publication it supports. Doctrine proponents that have historically developed TMs and TCs and used the traditional regulatory numbering scheme identified in DA PAM 25-40 for these publishing designators may continue to do so if desired.

C-4. Rescinded or superseded publications
In accordance with AR 25-30 and DA PAM 25-40, the number of a rescinded or superseded publication must not be reused (unless APD has approved an exception). A number can be reused, without a waiver, if it is preceded by a different type of publication designator. For example, FM X-yz may be renumbered ATP X-yz.

Appendix D
Estimated Time Values for Doctrine Development

D-1. Using estimated time values
Use the ETVs in figure D-1 to standardize methodology and forecast doctrine development requirements that may be used to support justification for additional resources. The values are programmed in the TD2-QA doctrine module and automatically displayed with the projected milestones in the DLMP. Doctrine publications are staffed in the drafts described in para 4-8b. For resource forecasting and planning purposes, proponents should assume that all doctrine publications require preparing each kind of draft. The same development milestones and values are used in planning and forecasting TCs and TMs in the DLMP.

Note. For requirements and resource computation purposes, doctrine development ends when the FEF of an approved doctrine publication is sent to ATSC for processing. Staffing time is not included in the computations.
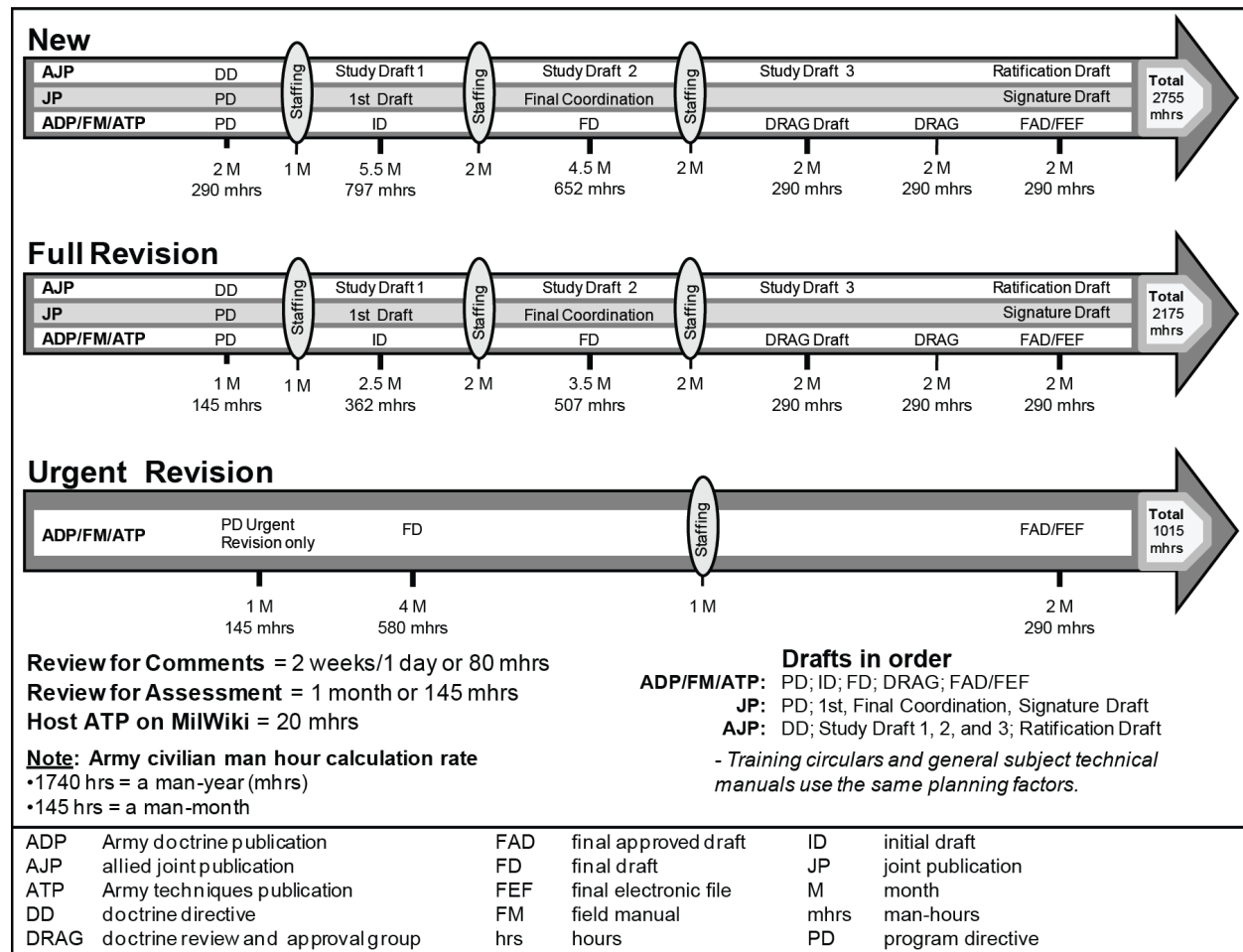
New

AJP	DD	Staffing	Study Draft 1	Staffing	Study Draft 2	Staffing	Study Draft 3		Ratification Draft	Total 2755 mhrs
JP	PD		1st Draft		Final Coordination				Signature Draft	
ADP/FM/ATP	PD		ID		FD		DRAG Draft	DRAG	FAD/FEF	

| 2 M 290 mhrs | 1 M | 5.5 M 797 mhrs | 2 M | 4.5 M 652 mhrs | 2 M | 2 M 290 mhrs | 2 M 290 mhrs | 2 M 290 mhrs |

Full Revision

AJP	DD	Staffing	Study Draft 1	Staffing	Study Draft 2	Staffing	Study Draft 3		Ratification Draft	Total 2175 mhrs
JP	PD		1st Draft		Final Coordination				Signature Draft	
ADP/FM/ATP	PD		ID		FD		DRAG Draft	DRAG	FAD/FEF	

| 1 M 145 mhrs | 1 M | 2.5 M 362 mhrs | 2 M | 3.5 M 507 mhrs | 2 M | 2 M 290 mhrs | 2 M 290 mhrs | 2 M 290 mhrs |

Urgent Revision

| ADP/FM/ATP | PD Urgent Revision only | FD | Staffing | FAD/FEF | Total 1015 mhrs |

| 1 M 145 mhrs | 4 M 580 mhrs | 1 M | 2 M 290 mhrs |

Review for Comments = 2 weeks/1 day or 80 mhrs
Review for Assessment = 1 month or 145 mhrs
Host ATP on MilWiki = 20 mhrs

Note: Army civilian man hour calculation rate
•1740 hrs = a man-year (mhrs)
•145 hrs = a man-month

Drafts in order
ADP/FM/ATP: PD; ID; FD; DRAG; FAD/FEF
JP: PD; 1st, Final Coordination, Signature Draft
AJP: DD; Study Draft 1, 2, and 3; Ratification Draft
- Training circulars and general subject technical manuals use the same planning factors.

ADP	Army doctrine publication	FAD	final approved draft	ID	initial draft
AJP	allied joint publication	FD	final draft	JP	joint publication
ATP	Army techniques publication	FEF	final electronic file	M	month
DD	doctrine directive	FM	field manual	mhrs	man-hours
DRAG	doctrine review and approval group	hrs	hours	PD	program directive

Figure D-1. Estimated time values for doctrine development

Appendix E
Copyright Violation and Plagiarism

E-1. Copyright
This paragraph addresses the use of third-party intellectual property in TRADOC publications.

a. Copyright is an exclusive right granted by law to an author to protect an original work of authorship. These works can be literary, musical, dramatic, choreographic, pictorial, graphic, sculptural, or audiovisual. Examples of works that may be copyrighted include written or printed material, motion pictures, sound recordings, and material stored in a computer and readable only by machine.

b. DA policy is to recognize the rights of copyright owners. (See AR 25-30, AR 27-60, and DA PAM 25-40 for detailed information.)

c. Doctrine agencies, authors, and proponents are responsible for avoiding copyright infringement; that is, avoiding using the intellectual property of others without permission,

consistent with Title 17 United States Code. The use of copyrighted material without permission constitutes an unlawful infringement of U.S. Copyright Law by the U.S. Government, and will subject the Government, and all parties involved, to pecuniary liability for damages caused to the copyright holder (see generally DA PAM 25-91). Infringement can include adapting an image, recreating an image, and use beyond fair use or license. Any use of copyrighted material without an appropriately obtained license/written permission of the copyright holder requires a written legal opinion that the use falls under an exception to the Copyright Statute (see AR 27-60).

d. If a proponent requires the use of copyrighted material for a publication, the proponent obtains permission from the copyright holder early in the development process to preclude a delay in publishing the publication. Proponents submit copyright requests and releases to local intellectual property legal counsel (servicing Office of the Staff Judge Advocate) for review prior to publication (see AR 25-30 and DA PAM 25-91 for more information). Once approved by legal counsel, the copyright request and release are submitted, along with DA Form 260-1, as part of the request for publishing packet.

E-2. Plagiarism
When researching, authors need to document the sources from which they are reading, and they must document any text they are paraphrasing or copying. Authors are responsible for writing their own work. The best practice is to avoid searching in sources that are not produced by the government. This will help authors avoid copyright violations. Doctrine agencies and proponents assign a lead author who carefully checks sources and documents sources of information. This may include photographs, maps, and text.

Appendix F
Army Universal Task List Submissions

F-1. Description of Army Universal Task List
This appendix establishes responsibilities for managing Army tactical tasks (ARTs) in ADRP 1-03. This appendix does not apply to Digital Training Management System or other training publications.

a. The AUTL is the comprehensive listing of doctrinal tactical-level collective tasks for company through corps organizations and their staff sections.

b. The AUTL does not include tasks Army forces perform at the operational and strategic levels. Those tasks are included in CJCSM 3500.04F.

c. The AUTL supports the UJTL. It complements the UJTL by providing tactical-level, Army-specific tasks. The AUTL does not address environmental conditions; they are contained in enclosure C to the UJTL.

d. The AUTL provides a common language and reference system for doctrine, combat, and training developers. This includes the taxonomy training developers use to develop the Training Development Capability databases.

F-2. Army tactical tasks
An ART in ADRP 1-03 consists of a task number, task title, a description, measures of performance, and an Army doctrinal reference. There are two differences between ARTs and collective tasks found in the common database of record managed by the Collective Training Directorate, CAC. First, ARTs are universal; they apply to multiple echelons and types of organizations. Collective tasks for the common database of record apply to a specific echelon and organization. Second, ARTs include general measures of performance, while collective tasks for the common database of record include conditions and standards that apply to a specific organization. Proponents use ART definitions and measures of performance to develop task evaluation and outlines to train and evaluate units.

F-3. Proponent responsibilities

   a. Doctrine proponents will:

      (1) Develop ARTs for proponent tasks.

      (2) Annually review ARTs for which they are proponent to ensure they remain relevant.

      (3) Submit proposed new and revised ARTs to CADD, CAC for staffing and incorporation into ADRP 1-03. Identify obsolete ARTs to the COLLECTIVE TRAINING DIRECTORATE, CAC for approval and CADD, CAC for removal from the AUTL.

      (4) Recommend where in the AUTL hierarchy to place the proposed ART and its associated proponent publication.

      (5) Where possible, use standard verbs as described in TP 350-70-1.

   b. CADD, CAC:

      (1) Is the proponent for ADRP 1-03.

      (2) Annually requests proponents to review their ARTs, and where necessary, recommends new ARTs, changes to existing ARTs, and the removal of obsolete ARTs.

      (3) Evaluates proponent ART submissions to ensure they use correct terminology and they differ significantly from existing ARTs.

      (4) Notifies all proponents of AUTL changes and ensures they are posted to the appropriate websites.

   c. COLLECTIVE TRAINING DIRECTORATE, CAC maintains the AUTL in the Training Development Capability database and establishes linkage of the AUTL to the UJTL as appropriate.

Appendix G
Foreign Disclosure of Doctrine and Limiting Distribution

G-1. Draft doctrine publications

a. The release of unclassified information in draft form to foreign governments is not normally appropriate for disclosure because the release of that information could create the false impression that the Army is providing current and approved doctrine. However, a publication's proponent can make the decision to release a draft publication (which is designated as controlled unclassified information) if the release of that information results in a benefit to the U.S. Government. Release of draft classified information is prohibited in accordance with AR 380-10.

b. If the doctrine proponent determines the draft publication is releasable, then the following statement must be placed on the publication before it is released: "Release of this information/ document does not imply any commitment or intent on the part of the U.S. Government to provide any additional information. This information/document is provided with the understanding that the recipient government will make similar information available to the U.S. Government. The information provided is in draft form and subject to change. It is pre-decisional and not approved for implementation and cannot be used for reference or citation."

c. The exchange of information with a foreign government's representative should be reciprocal. Every foreign liaison officer's terms of certification states that the position allows for the mutual exchange of information. If a draft publication is released to a foreign liaison officer, the foreign liaison officer should be asked to provide comments and recommendations to the proponent.

G-2. Disclosure of published Army and multi-service publications

a. Doctrine proponents will conform to AR 380-10 governing the release of controlled unclassified information based on an official request for release (government-to-government) through the doctrine proponent or TRADOC foreign disclosure office (FDO).

b. All official requests for the release of an Army publication or multi-Service doctrine will be directed through the doctrine proponent or TRADOC FDO (TRADOC FDO primarily handles ALSA publications). The FDO will provide the details of the request. The doctrine proponent (which includes ALSA if it a multi-Service publication developed by them) will check the distribution statement applied to the official publication cover page in accordance with DA PAM 25-40 and DODI 5230.24. Anything other than Distribution Statement A (Approved for public release; distribution is unlimited.) requires an official release:

(1) If the publication is Army only, the responsible doctrine proponent must review the content and apply professional judgment as to the releasability of the content.

(2) If it is a multi-Service publication, all affected Services must be notified through their lead doctrinal organizations with appropriate details and a timeline via email. Unanimous concurrence must be provided by all affected Services to grant release through the FDO.

(3) If initiated by another Service, then CADD, CAC will contact all Army doctrine proponents that participated in the publication development with appropriate details and a timeline via email to have them review the publication for release and provide a reply email statement of concurrence or nonconcurrence for release. If nonconcur, proponents must provide rationale. CADD, CAC must have unanimous concurrence from all Army participants queried to grant release through the TRADOC FDO.

c. The FDO must have unanimous consensus from the doctrine proponents to release a doctrine publication to a foreign government.

G-3. Marking of doctrine for controlled unclassified information or limiting distribution

a. Doctrine publications submitted to CADD for processing and forwarding through ATSC to APD for authentication will use Distribution Statement A, unless the following requirements are satisfied.

(1) For publications containing controlled unclassified information (CUI), the DA Form 260-1 must cite the specific exemption from the CUI as listed on the CUI Categories website https://www.archives.gov/cui/registry/category-list. Additionally, proponents provide justification in accordance with DODI 5200.48 and DODI 5230.24. CADD will research the justification to ensure it complies with Army and DOD guidance. Further, if the publication does meet the requirements for CUI, it must be marked in accordance with DODI 5200.48.

(2) For distribution statements other than A, the DA Form 260-1 must cite the specific justification from DODI 5230.24. Proponents must read these paragraphs carefully when applying the restrictions. There are specific justifications that can apply to some doctrine, but no general exemptions. If citing a specific law, regulation, executive order, security classification guide, or other document, then proponents must cite the specific paragraph of the document and provide that document to CADD for its records. There is no paragraph marking guidance provided for use with distribution statement notices, so the DA Form 260-1 must list the specific paragraphs in the publication that justify the restrictions. This will help with requests for release to other nations, and help verify the correct use of cited documents.

(3) Controlled technical information marked with Distribution Statements B through F in accordance with DODI 5230.24 and are treated as CUI in accordance with DODI 5200.48.

(4) Portion markings should be used in CUI documents to clarify which portions of the document are CUI and which are unclassified.

b. For multi-Service publications, where the Army is lead Service for development, for which another Service has imposed a restriction, the proponent will use Distribution Statement C unless the other Service dictates otherwise, and cite the other Service's requirement on the DA Form 260-1.

Appendix H
The TRADOC Form 25-36-1

H-1. Description of TRADOC Form 25-36-1
TF 25-36-1 is a required checklist each proponent completes when submitting a publication. The intent of the checklist is to minimize the time required to publish a doctrinal publication by enforcing, applying, and verifying the standards at the proponent and CAC level. This checklist verifies that the proponent has written and formatted the publication according to doctrine publication standards in AR 25-30, DA PAM 25-40, and this regulation. It is submitted to CADD with the DA Form 260-1. The checklist may be obtained on the TRADOC Administrative Publications website at https://adminpubs.tradoc.army.mil/index.html. See para 4-15 for submission.

H-2. Parts of U.S. Army Training and Doctrine Command Form 25-36-1
The checklist consists of seven parts. See Figure H-1 for the first page of TF 25-36-1. The complete form consists of six pages.

a. Part I contains administrative information. It is completed by the originating agency. It contains transmittal information, contact information, and publication information. See figure H-1 uses the correct addresses for APD, ATSC, and CADD.

b. Part II contains the name and signature of the agency preparer. This person completed the publication.

c. Part III contains the name and signature of the signing authority for the submission checklist. The proponent determines the person to have signing authority for this checklist.

d. Part IV contains the name and signature of the APD reviewer. This person concurs or non-concurs with Part V.

e. Part V contains the review of the publication. Each numbered item in Part V has a list of specific items verified by the preparer. Each numbered item in Part V has specific directions and criteria that are discussed in Part VII. The preparer initials each item to verify that the publication meets those criteria. Figure H-1 does not illustrate all the items in Part V.

f. Part VI provides an area for remarks for the preparer or the APD reviewer to use. For example, if the preparer has justification for using an acronym only four times, then the preparer uses this space to include the justification. Additionally, if the APD reviewer non-concurs with an item, this space is used to describe what does not meet the criteria.

g. Part VII contains the instructions for complying with Part V. Each numbered item lists the regulation for compliance. Each sub-item lists specific criteria the publication must meet.

Publishing Checklist – TRADOC's Army Doctrinal and Training Publishing Program For use of this form, see TRADOC Regulation 25-36; the proponent agency is U.S. Army Combined Arms Center.		1. DATE (YYYYMMDD) 2023-09-21

PART I - COMPLETED BY ORIGINATING AGENCY

2. TO: (Include ZIP Code) Army Publishing Directorate 9301 Chapek Rd., Bldg. 1458 Fort Belvoir, VA 22060-5527 THRU: U.S. Army Training Support Center TRADOC Departmental PCO 3306 Wilson Avenue, RM 2 Fort Eustis, VA 23604-5168 THRU: Director, U.S. Army Combined Arms Doctrine Directorate (ATZL-MCD) 300 McPherson Ave Fort Leavenworth, KS 66027-1300	3. FROM: (Originating Agency) HQ USACIMT (ATMT) 210 Dillon Circle Fort Eustis, VA 23604	5a. TYPE OF PUBLICATION ☐ ADP ☐ ATP ☐ FM ☒ TC ☐ TM ☐ STP
	4a. PERSON TO CONTACT Joseph Sillman	5b. NOMENCLATURE 7-22-123
	4b. TELEPHONE NO. / DSN NO. 123-456-7891	5c. TITLE OF PUBLICATION Holistic Health and Fitness Guide
	4c. E-MAIL ADDRESS joseph.sillman.civ@army.mil	

PART II - AGENCY PREPARER

6a. TYPED NAME OF AGENCY PREPARER Joseph Sillman	6b. GRADE GS-11	6c. SIGNATURE OF AGENCY PREPARER *Joseph Sillman*	6d. DATE (YYYYMMDD) 2023-09-21

PART III - SIGNING AUTHORITY FOR SUBMISSION CECKLIST

7a. TYPED NAME OF SIGNING AUTHORITY Henrietta Parks	7b. GRADE GS-14	7c. SIGNATURE OF SIGNING AUTHORITY *Henrietta Parks*	7d. DATE (YYYYMMDD) 2023-09-23

PART IV - APD REVIEWER

8a. TYPED NAME OF APD REVIEWER	8b. GRADE	8c. SIGNATURE OF APD REVIEWER	8d. DATE (YYYYMMDD)

PART V - REVIEW

	9a. PREPARER (I certify that the following is checked and true.)	9b. APD
9. DA FORM 260-1		◯ CONCUR
9c. The supersession statement on the DA Form 260-1 matches the publication cover and title page.	JS	◯ NONCONCUR
9d. The publication is new, a revision, or a change, and it is indicated correctly as such on the DA Form 260-1.	JS	
9e. The publication's distribution restriction on the DA Form 260-1 matches the publication cover and title page.	JS	
9f. A PDF file is included. If not, provide explanation in block 17.	JS	
9g. If publication is to be printed, ALL the necessary fields in the printing specifications section are filled out.	JS	

	10a. PREPARER (I certify that the following is checked and true.)	10b. APD
10. FRONT MATTER		◯ CONCUR
10c. The forwarded cover has space for bleed (.135" at the top, bottom, and on the right).	JS	◯ NONCONCUR
10d. The cover does not contain a logos or insignias. Logos and insignias are removed or replaced with graphic.	JS	
10e. The distribution statement and destruction notice (if applicable) on the cover match those on the title page and DA Form 260-1.	JS	
10f. Includes the supersession information if applicable.	JS	
10g. All entries in the Tables of Contents match their respective headings, titles, sections, page numbers, and so on.	JS	
10h. The Preface contains a proponent statement and an applicability statement as last two paragraphs.	JS	
10i. The Preface contains no personal information such as "name" and "E-mail address."	JS	
10j. An Introduction is included, if applicable.	JS	
10k. The Introduction summarizes the changes, if applicable.	JS	

	11a. PREPARER (I certify that the following is checked and true.)	11b. APD
11. GRAPHICS (FIGURES AND TABLES)		◯ CONCUR
11c. All graphics (figures and tables) are introduced in the text before the figure.	JS	◯ NONCONCUR
11d. The figures and tables are viewable.	JS	
11e. The figures and tables are numbered consecutively.	JS	
11f. All the figures have captions (below the illustration). All the tables have titles (above the data).	JS	
11g. All captions (figures and tables) appear once in the Table of Contents.	JS	
11h. All continual (multiple page) figures have captions on each page. Continual tables have titles (and column headings) on each page.	n/a	

	12a. PREPARER (I certify that the following is checked and true.)	12b. APD
12. BODY		
12c. If the publication is to be printed in any other size than 8 ½" x 11", ALL the pages contain crop marks.	JS	

TRADOC Form 25-36-1, JAN 2023   Replaces TRADOC Form 25-36-1-E, which is obsolete.   Page 1 of 4   AEM 1.0

Figure H-1. Illustrated first page of Sample TRADOC Form 25-36-1

Appendix I
Records Management

I-1. Army Records Information Management System (ARIMS)
See the RRS-A records information within ARIMS for information management category for records created in accordance with AR 25-30 publication record numbers and dispositions.

I-2. Manage records in accordance with ARIMS
Each proponent will maintain their individual publication record sets by uploading them annually to the ARIMS Army Electronic Archive.

   a. Record number 25-30cc1, record title Combat/training development guidance – Office responsible for preparing CARDS, record description information relating to preparation, review, and issue of the Catalog of Approved Requirement Documents (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 – HQDA, 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 is 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 25-30mm, 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." Documents described in paras I-2d (1) and (2) will not be charged out or posted. Commanders will ensure that each record set

is complete and that it is retired to the appropriate records center. United States 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, DA publications as follows: ARs, memorandums, circulars, and PAMs; civilian personnel circulars, 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, PAMs, 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.

e. 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, PAMs, 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.

f. 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.

Appendix J
Website references

J. Websites references
See list below for useful websites.

a. Air Land Sea Application (ALSA) http://www.alsa.mil/

b. American, British, Canadian, Australian, and New Zealand Armies Program https://passport.apan.org/

c. Army CP 32 milSuite https://www.milsuite.mil/book/groups/ArmyCP32/

d. Army Logistics University http://alu.army.mil/

e. Army Publishing Directorate https://armypubs.army.mil/

f. Army Quality Assurance Program https://intranet.tradoc.army.mil/sites/qao/QAOCOPII/SitePages/Home.aspx

g. Army Training Management System https://dtms.army.mil/

h. CADD milBook https://www.milsuite.mil/book/groups/cadd/content

i. Center for Army Lessons Learned (CALL) https://usacac.army.mil/core-functions/lessons-learned

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

k. Controlled Unclassified Information Categories https://www.archives.gov/cui/registry/category-list

l. Joint Doctrine Hierarchy Chart https://www.jcs.mil/Doctrine/

m. Joint Electronic Library http://www.jcs.mil/doctrine/

n. Joint Electronic Library Plus https://jdeis.js.mil/jdeis/index.jsp

o. Army Doctrine milWiki https://www.milsuite.mil/wiki/Portal:Army_Doctrine

p. North Atlantic Treaty Organization Standardization Office https://nso.nato.int/nso/

q. Army Doctrine Terms and Military Symbols https://jdeis.js.mil/jdeis/index.jsp?pindex=207#

r. DOD Safe Access File Exchange (SAFE) https://safe.apps.mil/

s. Standard Comment Matrix https://jdeis.js.mil/jdeis/jel/jel/ddrraafftt_pubs/commentmatrix.docx

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

u. TRADOC Quality Assurance Program
https://hq.tradoc.army.mil/sites/qao/QAOCOPII/SitePages/Home.aspx

v. Training and Doctrine Development–Quality Assurance Management System (TD2-QA)
https://td2.tradocapps.army.mil/login.aspx

Glossary

Section I
Acronyms and Abbreviations

AAP	allied administrative publication
ABCA	Abbreviation, Brevity Codes, and Acronyms
ABCANZ	American, British, Canadian, Australian, and New Zealand
ACOM	Army command
ACTEDS	Army Civilian Training, Education and Development System
ADP	Army doctrine publication
ADRP	Army doctrine reference publication
ADTPP	Army Doctrinal and Training Publishing Program
AJP	allied joint publication
ALSA	Air Land Sea Application
AMC	U.S. Army Material Command
APD	Army Publishing Directorate
APMDC	Army Print and Media Distribution Center
AR	Army regulation
ARIMS	Army Records Information Management System
ART	Army tactical task
ASCC	Army Service component command
ATP	Army techniques publication
ATSC	United States Army Training Support Center
ATTP	Army tactics, techniques, and procedures
AUTL	Army Universal Task List
CAC	United States Army Combined Arms Center
CADD	Combined Arms Doctrine Directorate
CALL	Center for Army Lessons Learned
CAR	Central Army Registry
CARDS	Catalog of Approved Requirement Documents
CG	commanding general
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
COE	center of excellence
CP	career program
CSA	Chief of Staff, Army
CUI	controlled unclassified information
DA	Department of the Army

DCS	deputy chief of staff
DD	Department of Defense (when referring to DD form)
DLMP	Doctrine Literature Master Plan
DOD	Department of Defense
DODI	Department of Defense instruction
DOTMLPF-P	doctrine, organization, training, materiel, leadership and education, personnel, facilities and policy
DRAG	doctrine review and approval group
DRU	direct reporting unit
ePUB	electronic publication
ETMS2	Enterprise Task Management Software Solution
ETV	estimated time value
FCAT	functional category
FAD	approved draft
FD	final draft
FDO	foreign disclosure office
FEF	final electronic file
FM	field manual
FMO	forms management officer
FY	fiscal year
G-2	intelligence staff
G-3	operations staff
G-3/5/7	operations, plans, and training staff
G-6	command, control, communications, and computers staff
G-8	resource management staff
G-33	tasking office staff
HQ	headquarters
HQDA	Headquarters, Department of the Army
ID	initial draft
J-7	Joint Staff Directorate for Joint Force Development
JP	joint publication
MIL-STD	military standard
NATO	North Atlantic Treaty Organization
PAM	pamphlet
PCO	publications control officer
PD	program directive
PDF	portable document format
PMD	Print Management Division
POC	point of contact
PRA	primary review authority
PSD	Policy and Standards Division (USMC)
RRS-A	Army's Records Retention Schedule-Army
SAFE	Safe Access File Exchange
SME	subject matter expert
STANAG	standardization agreement
TC	training circular

TECOM	Training and Education Command (USMC)
TF	United States Army Training and Doctrine Command form
TD2-QA	Training and Doctrine Development-Quality Assurance Management System
TM	technical manual
TP	United States Army Training and Doctrine Command pamphlet
TR	United States Army Training and Doctrine Command regulation
TRA	technical review authority
TRADOC	United States Army Training and Doctrine Command
UJTL	Universal Joint Task List
U.S.	United States
USMC	United States Marine Corps

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.

Army doctrine publication
A Department of the Army publication that contains the fundamental principles by which the operating forces and elements of the institutional force that directly support operations guide their actions in support of national objectives.

Army tactics, techniques, and procedures
A departmental publication that contains tactics, techniques, and procedures.

Army techniques publication
A Department of the Army publication that contains techniques that operating forces use as a way to support unit objectives.

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 Armywide dissemination, and signifies that appropriate coordination was accomplished.

capstone
The highest category of doctrine publications for the Army (ADP 1 and ADP 3-0) that link Army doctrine with the National Security Strategy and the National Military Strategy as well as form the primary link between joint doctrine and Army doctrine.

doctrine
A principle, position, or body of principles in an area of knowledge or a system of belief. A military principle or set of strategies.

doctrine proponent
An agency assigned responsibility by this publication or Commanding General, U.S. Army Training and Doctrine Command for an area of doctrine and to which Commanding General, U.S. Army Training and Doctrine Command has delegated authority for initiating, developing, coordinating, and approving doctrine publications containing that doctrine, and identifying them for rescission.

doctrine publication
Department of the Army (often called departmental) publications (either printed or electronic media) that contain Army doctrine. Doctrine publications consist of Army doctrine publications, field manuals, Army techniques publications, and Army tactics, techniques, and procedures.

doctrine review and approval group
A conference conducted via meeting or electronic means (such as, video teleconference or closed circuit television network) used to resolve critical and major comments, and approve Army doctrine.

field manual
A Department of the Army publication that contains principles; tactics (the employment and ordered arrangement of forces in relation to each other (main body)); procedures (standard, detailed steps that prescribe how to perform specific tasks (appendices)); and other doctrinal information. It describes how the Army and its organizations conduct operations and train for those operations.

general subject technical manual
See technical manual.

joint doctrine
Fundamental principles that guide the employment of United States military forces in coordinated action toward a common objective and may include terms, tactics, techniques, and procedures. (CJCSI 5120.02E)

joint publication
A compilation of agreed-to fundamental principles, considerations, and guidance on a particular topic, approved by the Chairman of the Joint Chiefs of Staff or authorized designee, that guides the employment of a joint force toward a common objective. (CJCSI 5120.02E)

keystone
Army doctrinal publications that establish the doctrinal foundation of a warfighting function or series of Army publications in the hierarchy of Army doctrine.

lead agent
An individual Service, combatant command, or Joint Staff directorate assigned to author, develop, and maintain a joint publication. (CJCSM 5120.01B)

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

primary review authority
The organization that is assigned by the lead agent to perform the actions and coordination necessary to develop and maintain the assigned publication under the cognizance of the lead agent. (CJCSM 5120.01B)

principles
The basis upon which military forces, or their elements, guide their actions in support of national objectives. Principles reflect the Army's collective wisdom regarding past, present, and future operations. They form the body of thought on how the Army operates in the present to near term, with current force structure and material.

procedures
Standard, detailed steps that prescribe how to perform specific tasks. (CJCSM 5120.01B)

program directive
The official document that establishes a doctrine development requirement and authorizes the expenditure of resources to develop the doctrine needed to meet it.

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.

proponent publication
A publication that establishes the definition of a term. It is the authority that other doctrine publications cite as the source of that definition.

tactics
The employment and ordered arrangement of forces in relation to each other. (CJCSM 5120.01B)

technical manual
A publication that is one of the two types listed in paragraphs a and b: A TM may be electronically displayed to the user (see ETM and IETM) or presented as a paper document. Electronic display is the preferred method of presentation.

a. Equipment technical manual. A publication that contains instructions for installation, operation, training, and support of weapon systems, weapon system components, and support equipment. An equipment TM includes operational and maintenance instructions, parts lists or parts breakdown, and related technical information or procedures. Information may be presented in many forms or characteristics, including but not limited to, CD–ROM, digital video disc, World Wide Web, and hard copy.

b. General subject technical manual. A publication that contains technical instructions prepared on various subject areas (other than specific items of equipment or groups of related equipment), such as communications or electronics fundamentals, medical, painting, welding, and destruction to prevent enemy use. (AR 25-30)

technical review authority
An organization tasked to provide specialized technical or administrative expertise to the proponent for a doctrine publication.

techniques
Non-prescriptive ways or methods used to perform missions, functions, or tasks. (CJCSM 5120.01B)

Training Resources Arbitration Panel
The Headquarters Department of the Army action group chaired by an appointee from the Deputy Chief of Staff, G-1 to manage the Army's execution year individual training program. (AR 350-10)

training circular
Publications (paper or computer-based) that provide a means to distribute unit or individual Soldier training information that does not fit standard requirements for other established types of training publications. (AR 25-30)

Training Development Capability
A system that provides the capability to product, integrate, manage, and document training development products. It is a domain-based management and information system that provides a total task management and creation capability utilizing a relational database.