

Department of the Army
Headquarters, United States Army
Training and Doctrine Command
Fort Eustis, Virginia 23604-5700

*TRADOC Regulation 25-36

21 May 2014

Information Management: Publishing and Distributing
THE TRADOC DOCTRINE PUBLICATION PROGRAM

FOR THE COMMANDER:

OFFICIAL:

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History. This is a major revision to United States (U.S.) Army Training and Doctrine Command (TRADOC) Regulation 25-36.

Summary. This TRADOC regulation prescribes policy for TRADOC's management and development of Army doctrine publications as well as for TRADOC'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 TRADOC organizations responsible for developing Army doctrine and who are the lead for developing multi-Service doctrine. It advises proponents when to develop training circulars (TCs) and technical manuals (TMs) in lieu of doctrine. It also applies to non-TRADOC organizations performing similar work under a memorandum of agreement (MOA) with TRADOC.

Proponent and exception authority. The proponent of this regulation is the Commanding General (CG), United States Army Combined Arms Center (USACAC), Fort Leavenworth, Kansas.

*This regulation supersedes TRADOC Regulation 25-36, 4 September 2012.

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Army management control process. This regulation contains management control provisions in accordance with Army Regulation (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 and Fort Leavenworth, ATTN: 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 (DA) Form 2028 (*Recommended Changes to Publications and Blank Forms*) directly to Commanding General, U.S. Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-MCD, 300 McPherson Avenue, Building 463, Fort Leavenworth, KS 66027-1300 or via e-mail at usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil.

Distribution. This publication is available only in electronic media on the TRADOC web site at <http://www.tradoc.army.mil/tpubs/>.

Summary of Change

TRADOC Regulation 25-36
The TRADOC Doctrine Publication Program

This major revision, dated 21 May 2014—

- o Adds approval authority for other publications (para 3-6 and fig 4-5).
- o Clarifies proponent staffing (para 4-5c(4)).
- o Adds form implication requirements (paras 2-5j, 2-11v, and 4-5c(6)(g)).
- o Adds United States Army Training and Doctrine Command Form 25-36-1-E (*United States Army Training and Doctrine Command Doctrine Publication Checklist*) to the doctrine process (paras 4-5e and 4-6a).
- o Amends the publishing process (para 4-6a).
- o Amends the proponents' responsibilities when developing a doctrine term, definition, and symbols (app B).
- o Amends the change process (para G-1a(3)).
- o Adds Appendix I illustrating sample preface and introduction.
- o Adds Appendix J illustrating the prescribed form United States Army Training and Doctrine Command Form 25-36-1-E.

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Chapter 1 Introduction

1-1. Purpose.

a. This regulation establishes the United States Army Training and Doctrine Command (TRADOC) Doctrine Publication Program. The Doctrine Publication 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 doctrine publications when applicable—under provisions of [AR 5-22](#), [AR 25-30](#), Department of the Army (DA) Pamphlet (Pam) [25-40](#), and this regulation.

1-2. References.

Appendix A lists required and related publications and referenced forms.

1-3. Explanation of abbreviations and terms.

a. Doctrine. Doctrine is fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application.

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

c. Doctrine publications. Army doctrine publications are Department of the Army (often called departmental) publications (either printed or electronic media) that contain Army doctrine. Doctrine publications consist of Army doctrine publications, Army doctrine reference publications, field manuals, Army techniques publications, and Army tactics, techniques, and procedures. (Army tactics, techniques, and procedures [ATTP] will eventually be absorbed into other publications.) The Army also uses and contributes to other doctrine publications to include joint publications (JPs), multi-Service publications, and multinational publications.

d. Doctrine process. The Army doctrine process has four phases. The phases are (1) assessment, (2) planning, (3) development, and (4) publishing and implementation.

e. Proponent. A proponent is 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.

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f. Preparing agency. A preparing agency is any agency designated by a proponent to develop and coordinate a doctrine publication for the proponent's area of responsibility. Preparing agencies must follow procedures in this regulation. Preparing agencies cannot approve or rescind doctrine publications.

g. Technical review authority. The technical review authority is an organization tasked to provide specialized technical or administrative expertise to the proponent for a doctrine publication. The proponent may task the technical review authority (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. When developing the program directive (PD), proponents identify TRAs. 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. Headquarters, Department of the Army may appoint a TRA outside TRADOC authority, if necessary.

h. Abbreviations, additional terms, and office symbols relevant to this regulation are contained in the glossary.

1-4. Records management for doctrine materials.

In accordance with AR 25-400-2, Army Records Information Management System (known as ARIMS), and Army Records Information Management System Web site, proponents must perform the following record management functions:

a. Doctrine proponents create doctrine publications and supporting files as part of the doctrine development process (preparation, final review, approval, and resolution of comments) that are permanent records. 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 matrixes). Proponents keep records in accordance with AR 25-400-2 as needed for conducting business (revision, supersession, or obsolescence) and then transfer the records to a records holding area and Army electronic archives at the end of that year.

b. Doctrine proponents review other proponents' draft doctrine and create comment matrixes they keep as temporary files until no longer needed. Reviewers keep these records in the current file area until doctrine is authenticated or until no longer needed for conducting business, but not longer than six years after the publication, and then destroy.

c. Doctrine proponents consult their organizations' records manager for more details.

Chapter 2 Responsibilities

2-1. Proponent assignment.

[AR 5-22](#) designates TRADOC as the lead combat, doctrine, and training developer for the Army. The CG, TRADOC assigned CG, USACAC as the TRADOC lead for doctrine (see [TRADOC Regulation \(TR\) 10-5](#)). CG, USACAC 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, USACAC executes staff management for Army doctrine policy and is the TRADOC lead for joint, multi-Service, and multinational doctrine development. The agencies listed in paragraphs 2-2 through 2-12 assist CG, USACAC in executing the TRADOC doctrine core function.

2-2. Commanding General (CG), United States Army Training and Doctrine Command (TRADOC)—

- a. Serves as the lead doctrine developer for the Army.
- b. Approves TRADOC doctrine policy.
- c. Chairs 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 paragraph [2-12a](#), below.
- d. Serves as the approval authority for select doctrine.
- e. Is 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, USACAC. A list of current publications and proponents is found at <https://combinedarmscenter.army.mil/orgs/mccoe/cadd/Lists/d2015upd/AllItems.aspx>.

2-3. Commanding General, United States Army Combined Arms Center (USACAC) as TRADOC lead for doctrine—

- a. Serves as doctrine proponent for selected ADPs listed in figure 2-1.
- b. Manages the TRADOC Doctrine Publication Program. As such—
 - (1) Approves MOAs between USACAC and other Army commands, Army Service component commands (known as ASCCs), direct reporting units (known as DRUs), and Services directly related to the TRADOC Doctrine Publication Program.
 - (2) Assigns doctrine proponents, within TRADOC, to areas not addressed in AR 5-22.
 - (3) Is the approval authority for all PDs for doctrine publications.

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(4) Is the approval authority for all ADPs, Army doctrine reference publications (ADRP), and field manuals (FMs), except those retained by the CSA or delegated for approval to non-TRADOC proponents.

(5) Provides staff coordination for doctrine publications prepared by non-TRADOC doctrine proponents, per applicable MOAs.

(6) Is the sole signature authority for [DA Form 260](#) (*Request for Publishing*), for doctrine publications within TRADOC. This signature authority is normally delegated to Director, Combined Arms Doctrine Directorate.

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

(8) Coordinates and determines publishing, printing, and distribution requirements for doctrine publications based on recommendations from doctrine proponents.

(9) Ensures Army doctrine is prepared in accordance with guidance in [AR 25-30](#), [DA Pam 25-40](#), [TR 25-30](#), and this regulation.

Number	Title	Proponent	Approval authority
ADP 1	The Army	USACAC	Chief of Staff, Army
ADP 1-02	Operational Terms and Military Symbols	USACAC	CG, USACAC
ADP 2-0	Intelligence	Intelligence Center of Excellence	CG, USACAC
ADP 3-0	Unified Land Operations	USACAC	Chief of Staff, Army
ADP 3-05	Special Operations	Special Operations Center of Excellence	CG, USACAC
ADP 3-07	Stability	USACAC	CG, USACAC
ADP 3-09	Fires	Fires Center of Excellence	CG, USACAC
ADP 3-28	Defense Support of Civil Authorities	USACAC	CG, USACAC
ADP 3-37	Protection	Maneuver Support Center of Excellence	CG, USACAC
ADP 3-90	Offense and Defense	USACAC	CG, USACAC
ADP 4-0	Sustainment	Sustainment Center of Excellence	CG, USACAC
ADP 5-0	The Operations Process	USACAC	CG, USACAC
ADP 6-0	Mission Command	USACAC	CG, USACAC
ADP 6-22	Army Leadership	USACAC	Chief of Staff, Army
ADP 7-0	Training Units and Developing Leaders	USACAC	Chief of Staff, Army
ADP Army doctrine publication CG commanding general USACAC United States Army Combined Arms Center			

Figure 2-1. Army doctrine publications, doctrine proponents, and approval authorities

c. Integrates Army doctrine internally (among doctrine publications) and externally (with joint and multinational doctrine). As such—

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

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

(3) Ensures all doctrine publications use standard terms and symbols in accordance with [ADRP 1-02](#) and [JP 1-02](#), consistent with the procedures in Appendix B of this regulation.

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

(5) Executes the doctrine process (see chapter 4) for doctrine publications for which USACAC is responsible.

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

(7) Ensures 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, or appropriate lead DA staff element, other Services, combatant commands, Army commands, Army Service component commands, direct reporting units, Reserve Components, TRADOC schools and centers of excellence, the operating force, and non-TRADOC doctrine proponents, as applicable.

d. Represents the Army in multinational doctrine committees. As such—

(1) Provides the U.S. Head of Delegation to the North Atlantic Treaty Organization (NATO) Land Operations Working Group.

(2) Provides the senior U.S. representative (or U.S. lead, when so designated) to the American, British, Canadian, Australian, and New Zealand (ABCA) Armies' Standardization Program Command Capabilities Group.

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

(4) Writes multinational doctrine, in areas for which USACAC is the doctrine proponent, for the equivalent U.S. Army doctrine, when the United States is assigned as custodian.

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e. Establishes, reviews, and coordinates policy for the Army doctrine process and doctrine management for TRADOC doctrine proponents and non-TRADOC proponents with MOAs. As such—

(1) Maintains this regulation and the doctrine portion of [TR 25-30](#).

(2) Approves requests for exceptions to TRADOC Doctrine Publication Program policy and recommends approval for exceptions to Army policy to the Administrative Assistant to the Secretary of the Army.

(3) Maintains the Army Doctrine Literature Master Plan (DLMP) and ensures it is maintained in the Training and Doctrine Development–Quality Assurance Management System (TD2-QA).

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

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

f. Serves as the TRADOC lead for joint and multinational doctrine. As such—

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

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

(3) Reviews and staffs, within TRADOC, all draft joint and multinational doctrine; identifies and consolidates areas of concern to DCS, Department of the Army, G-3/5/7, Operations, Plans, and Training (DAMO-SSP) or appropriate lead DA staff element for consideration. Provides a consolidated TRADOC comment matrix to DCS, G-3/5/7, (DAMO-SSP) or appropriate lead DA staff element.

(4) Assigns a PRA, or TRA, to appropriate TRADOC schools and centers of excellence.

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

(6) Resolves specific multinational doctrine-related proponent issues within TRADOC.

g. Serves as TRADOC representative to Air Land Sea Application (ALSA) Center. As such—

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

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

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

(4) Staffs for review of, adjudicates all Army comments on, and provides the Army position on ALSA publications.

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

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

(7) Assigns an Army publication number, for multi-Service publications that the Army participates in development, in close coordination with the appropriate doctrine proponent.

h. Performs the following general functions:

(1) Provides consolidated doctrine resource requirements for the program objective memorandum (POM) to the USACAC, G-8.

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

(3) Supports the capability needs analysis conducted by the Army Capabilities Integration Center.

(4) Maintains the Army Universal Task List (AUTL) and establishes linkage of the AUTL to the Universal Joint Task List (UJTL). (See Appendix F for information on preparing AUTL submissions.)

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

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

2-4. Director, Combined Arms Doctrine Directorate (CADD), USACAC

Director, USACAC executes CG, USACAC's doctrine proponent responsibilities. These include all responsibilities listed in paragraph 2-3, above, except those that CG, USACAC retains.

2-5. United States Army Training Support Center (USATSC), USACAC-Training—

a. Provides a TRADOC departmental publications control officer and a TRADOC departmental forms control officer in accordance with AR 25-30 and DA Pam 25-30.

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- b. Establishes and manages the annual funding of doctrinal and training print requirements.
- c. Provides automation support for the development, management, electronic storage, and retrieval of Army doctrine.
- d. Manages and maintains the TRADOC Central Army Registry(CAR).
- e. Administers TRADOC Army Doctrine and Training Literature (ADTL) Program print funds for doctrine publications according to priorities established by USACAC.
- f. Administers replenishment actions for printed doctrine publications.
- g. Publishes and distributes annually an Army doctrine digital video disc (DVD) set when funds are available.
- h. Performs final processing of, forwards, and tracks approved doctrine publications to the U.S. Army Headquarters Services, Army Publishing Directorate (APD), for authentication, publication, and distribution.
- i. Ensures the doctrine products posted on the CAR are consistent with [APD](#).
- j. Manages and controls all prescribed forms in TRADOC doctrinal publications. The TRADOC departmental forms control officer reviews all staffed draft doctrinal publications. The TRADOC departmental forms control officer comments on or identifies any new or revised forms that may require a DD Form 67 and/or APD Forms Management Branch approval. The TRADOC departmental forms control officer 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 enable timely authentication of publication.

2-6. Director, Army Capabilities Integration Center—

- a. Has integration coordination authority across the Army in doctrine matters pertaining to identifying required capabilities and integration of doctrine, organization, training, materiel, leadership and education, personnel, and facilities (known as DOTMLPF).
- b. Is the preparing agency for doctrine regarding generating force support to operations.

2-7. Deputy Chief of Staff, G-2 (Intelligence) HQ TRADOC—

- a. Reviews operational environments and threat-related information in Army, joint, and multi-Service doctrine publications for accuracy.
- b. Writes or revises the operational environment and threat portions of selected doctrine publications to ensure accuracy.

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

2-8. Deputy Chief of Staff, G-8 (Resource Management), HQ TRADOC

DCS, G-8 provides resources to sustain the TRADOC Doctrine Publication Program.

2-9. Deputy Chief of Staff, G-6 (Command, Control, Communications, and Computers), HQ TRADOC

DCS, G-6 provides technical advice and assistance for publications and printing management, electronic publishing, Internet services, and technical review for new technology assessment and automation standards.

2-10. Director, Command Safety Office, HQ TRADOC—

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

b. Is the proponent for Army risk management doctrine.

2-11. Army doctrine proponents.

Doctrine proponents (see figure 2-2) execute the doctrine process for doctrine publications for which they are responsible. Doctrine proponents—

a. Comply with this regulation, [AR 25-30](#), and [DA Pam 25-40](#).

b. Are the proponents for selected ADPs listed in figure 2-1.

c. Determine annual doctrine development requirements in accordance with CG, USACAC annual doctrine development guidance and submit them to USACAC for approval. Non-TRADOC doctrine proponents staff their annual prioritization and requirements with USACAC.

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 5120.02C](#)), Chairman of the Joint Chiefs of Staff Manual ([CJCSM 5120.01](#)), and Allied Administrative Publication ([AAP-03](#)[JJ]) and ([AAP-47](#)) policy.

e. Ensure 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 paragraph 3-7. Recommend new doctrine publications and updates to or rescission of existing publications based on this review.

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g. Prepare and staff PDs for new and revised doctrine publications. Forward completed PDs to USACAC for approval (or in accordance with standing MOAs from non-TRADOC doctrine proponents).

h. Execute MOAs 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](#).

<i>TRADOC Centers of Excellence</i>	
Aviation Center of Excellence	Signal Center of Excellence
Fires Center of Excellence	Soldier Support Institute
Intelligence Center of Excellence	Sustainment Center of Excellence
U.S. Army Physical Fitness School	TRADOC Safety Office
Maneuver Center of Excellence	United States Army Combined Arms Center
Maneuver Support Center of Excellence	United States Army Chaplain Center and
Mission Command Center of Excellence	School
<i>Non-TRADOC Agencies</i>	
Special Operations Center of Excellence	
United States Army Space and Missile Defense Command (USASMDC)	
United States Army Medical Department Center and School (USAMEDDC&S)	
The Judge Advocate General’s Legal Center and School (TJAGLCS)	
The United States Army Public Affairs Center (APAC)	
United States Army Center of Military History (CMH)	
United States Army Cyber Command	

Figure 2-2. Army doctrine proponents

i. Staff all proponent draft doctrine with other doctrine proponents and other organizations or agencies affected by the doctrine. See paragraph 4-5c.

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

k. When a doctrine publication development is complete, submit a final approved draft, TRADOC Form 25-36-1-E, a consolidated adjudicated comment matrix, DD Form 67 and its prescribed form(s) (if applicable), and a completed [DA Form 260](#) to Commanding General, USACAC (ATZL-MCD), via [e-mail](#) for signature by the Director, CADD or in accordance with standing MOAs for non-TRADOC proponents. When the signed DA Form 260 is returned, submit it, a final electronic file (FEF), and all other supporting documents through USATSC 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 multinational force compatibility agreements the U.S. ratified per [AR 34-1](#). Identify in doctrine publications the multinational force compatibility agreements those publications put into practice, per TR 25-30, paragraphs 1-4d(3) and 3-1b(2)(a). (Note: TR 25-30 refers to international standardization agreements. This term has been replaced by multinational force compatibility agreements.)

o. Review other proponent doctrine in accordance with criteria in paragraph 3-8. Review joint, multi-Service, and multinational draft doctrine on subjects within their proponent areas when requested by CADD, USACAC. 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. Proponents may provide representation to multinational doctrine forums addressing areas for which proponent has responsibility as designated by Army G-3.

p. Provide input for the doctrine publications portion of the annual ADTL Program print requirements in accordance with USATSC and USACAC guidance.

q. Update the proponent portion of the DLMP as changes occur via the TD2-QA at <https://td2.tradocapps.army.mil/login.aspx>. Use the DLMP as a management tool to forecast the life cycle sustainment of doctrine publications they develop, to include forecasting for POM doctrinal resource requirements above the table of distribution and allowance authorizations.

r. Develop a generic enterprise (non-personal) and SECRET Internet Protocol Router Network (non-personal) doctrine e-mail address that allows uninterrupted receipt of administrative information. Send the address to CADD, USACAC at usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil for posting on the CADD Web site and distributing throughout the doctrine community.

s. Utilize [Army Knowledge Networks](#) and Army professional forums to the maximum extent possible to support doctrine development.

t. As doctrine publications are developed or reviewed, carefully analyze content and apply appropriate markings and restrictions. Chapter 5 of [AR 380-5](#) discusses FOUO. Chapter 2 of [AR 25-30](#) distribution restrictions. Chapter 17 of [DA Pam 25-40](#) discusses distribution restriction statements. [AR 380-10](#) discusses foreign disclosure.

u. Utilize MilWiki to the maximum extent possible to garner information from the force to rapidly develop Army techniques publications (ATPs). See paragraph 4-7.

v. Staff all draft doctrinal publications (initial and final) and prescribed forms (if applicable) as early as possible in the development process with USATSC Replication and Distribution Office via e-mail usarmy.jble.CAC.mbx.atssc-adt1p@mail.mil to the APD Forms Management Branch. Identify any new or revised forms that may require action by the TRADOC departmental forms control officer (a DD Form 67 and/or APD Forms Management Branch approval).

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2-12. Doctrine roles of other Army organizations.

a. **Chief of Staff, Army** 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, provides publication guidance through [AR 25-30](#) and [DA Pam 25-40](#), approves exceptions to DA policy, and authenticates doctrine publications for the Army.

c. **Director, APD** indexes, publishes, distributes, and posts doctrine publications on the official Doctrine and Training Web site (<https://armypubs.us.army.mil/>) and exercises oversight of the standard generalized markup language program used to produce electronic files.

d. **Deputy Chief of Staff, Army G-3 (Operations)** or appropriate G staff—

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

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

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

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

e. For additional information on roles and responsibilities of these organizations, refer to 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, doctrine developers must understand the definitions of—and distinctions among—doctrine terms, doctrine characteristics, and where doctrine fits 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 (CJCSI 3010.02). 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 found in ADPs and ADRPs.

b. **Tactics** is the employment and ordered arrangement of forces in relation to each other (JP 1-02). It includes 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 contained in FMs.

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

d. **Procedures** are standard, detailed steps that prescribe how to perform specific tasks (JP 1-02). 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 contained in the appendixes of FMs.

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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 ADRP 1-02. 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 ADRP 1-02 and JP 1-02. Symbols are those graphics defined specifically for military use and are codified in ADRP 1-02.

3-4. Doctrine publications.

Army doctrine is contained in ADPs, ADRPs, FMs, and ATPs. It is distributed to the force in electronic media, hard copy, or both. All proponents submit their DA Form 260s (*Request for Publishing*) to CADD for processing ADPs, ADRPs, FMs, and ATPs. Proponents also submit DA Form 260s for processing TCs and TMs only superseding FMs. CADD reviews the publishing requests and returns them to the proponent. Proponents then submit publishing requests directly to the TRADOC departmental publications control officer. (See paragraph 4-6a[3].) Classified doctrine is produced by APD. Classified doctrine will be distributed separately by the proponent.

a. Army doctrine publication.

(1) **Army doctrine publication discussion.** An Army doctrine publication is a Department of the Army publication that contains the fundamental principles by which the operating forces and elements of the generating force that directly supports operations guide their actions in support of national objectives. 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. 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. 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) 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 rest of 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, USACAC approves all ADPs except ADP 1, ADP 3-0, ADP 6-22, and ADP 7-0.

(2) **Army doctrine publication layout.** ADP 1 uses a multicolored cover. Remaining ADPs use a graphic cover determined by the proponent and created by APD. Proponents are responsible only for creating the white covers using the template. These white covers have no color, photographs, or logos. Proponents should not build or create colored covers for ADPs as APD does not use them. An ADP is staffed in 8 1/2 X 11-inch size but published in 6 X 9-inch size using the FM-small template. An ADP is generally limited to ten pages (8 1/2 X 11-inch size).

b. Army doctrine reference publication.

(1) **Army doctrine reference publication discussion.** An Army doctrine reference publication is a Department of the Army publication that provides a more detailed explanation of the principles contained in the related Army doctrine publication. An ADRP provides the foundational understanding so everyone in the Army can interpret the ADP the same way. CG, USACAC approves all ADRPs. They fully integrate and comply with the ADPs. ADRPs explain the fundamental principles of the subject and how these fundamental principles support ADP 3-0.

(2) **Army doctrine reference publication layout.** An ADRP uses a graphic cover identical to its companion ADP created by APD. Proponents are responsible only for creating the white covers using the template. These white covers have no color, photographs, or logos. Proponents should not build or create colored covers for ADRPs as APD does not use them. They are staffed and published in 8 1/2 X 11-inch size using the FM-Format2 template. An ADRP is limited to 100 pages.

c. Field manuals.

(1) **Field manual discussion.** A field manual is a Department of the Army publication that contains principles, tactics, procedures, and other doctrinal information. It describes how the Army and its organizations conduct 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 in the ADPs and the tactics and principles discussed in the ADRPs. FMs are approved by the CG, USACAC as the TRADOC proponent for Army doctrine.

(2) **Field manual layout.** FMs use camouflage covers without graphics created by APD. Proponents are responsible only for creating the white covers using the template. These white covers have no color, photographs, or logos. Proponents should not build or create colored covers for FMs as APD does not use them. FMs are staffed and published in 8 1/2 X 11-inch size using the FM-Format2 template. The main body contains tactics and has a 200-page limit. Appendixes contain procedures. Appendixes have no page limit.

d. Army techniques publications.

(1) **Army techniques publications discussion.** An Army techniques publication is a departmental publication that contains techniques. These publications fully integrate and comply with the doctrine contained in ADPs, ADRPs, and FMs. There is no limit on the number of ATPs

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a doctrine proponent may produce. Each ATP is derived from several sources—extant proponent publications and publications from field and training centers and operations. 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, ADRPs, 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.

(2) **Army techniques publications layout.** ATPs use black and white covers without figures. They are staffed and published in the 8 1/2 X 11-inch size using the FM-Format2 template. There is no limit on the length of ATPs a proponent may produce.

e. **Army tactics, techniques, and procedures.** ATTP are an obsolete format that will be phased out during the transition to ADPs, ADRPs, 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, USACAC is the approval authority for placing doctrine publications in a group. This is accomplished through close coordination with proponents and the PD approval process. The DLMP identifies the group of each publication according its level in the hierarchy.

a. Army doctrine publication.

(1) ADP 1 and ADP 3-0 are capstone doctrine. Paragraph 3-4a(1)(a) discusses capstone doctrine.

(2) The remaining ADPs follow in the hierarchy after ADP 1 and ADP 3-0. Paragraph 3-4a(1)(b) discusses remaining ADPs.

b. **Army doctrine reference publication.** ADRPs follow ADPs in the hierarchy.

c. **Field manual.** FMs follow ADRPs in the hierarchy.

d. **Army techniques publication.** ATPs are the lowest hierarchal level in doctrine publications.

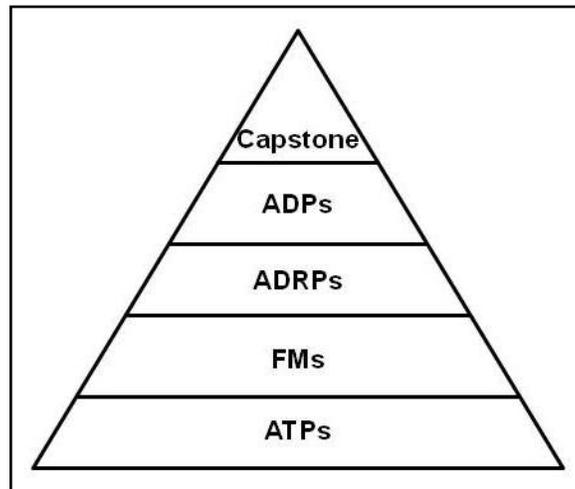


Figure 3-1. Army doctrine hierarchy

3-6. Other publications.

TCs, general subject TMs, and handbooks are not doctrine. Doctrine proponents that develop these types of publications 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 can include procedures such as rigging for airdrop, detailed engineer construction techniques, and detailed medical procedures. TCs and TMs contain material usually based on doctrine and must use approved doctrine terms and symbols, where applicable. They have no set format or development process according to [AR 25-30](#) and [DA Pam 25-40](#). Therefore, doctrine proponents may use the doctrine process and FM template to develop them.

b. **Handbooks.** Handbooks are compiled from various sources to include doctrine and as such should be consistent with doctrine as much as possible. They will be published as command publications. (See AR 25-30 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.

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

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bias, ambiguity, and errors. It must adhere to all applicable policies, laws, and regulations in force 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 foreseeable future.

c. Well-researched doctrine is based on validated principles, tactics, techniques, and procedures that are derived from organized, methodical, and thorough 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 is written at a reading grade level appropriate for the user, avoiding abstract or overly academic writing. It 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 should apply fundamental principles, tactics, techniques, and procedures, and 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 appendixes 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 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 for and conduct of operations. Doctrine must be developed when needed and available to forces when required. 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. Obsolete doctrine must be updated or rescinded 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 generating force that deploy with, or directly support, the operating force 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.

(2) Principles or procedures for the conduct of training, except in ADP 7-0.

(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 ARs and DA pamphlets). Doctrine publications simply cite the applicable source. See paragraph 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.

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(2) Publications will not contain lengthy discussions of information that is 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 decisionmaking process or troop leading procedures, intelligence preparation of the battlefield, targeting process, or risk management (cite ADRP 5-0).

(b) Principles of war (cite ADP 3-0).

(c) Operational environments (cite FM 6-0).

(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 6-0 or ADP 5-0, 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) Reduce use of vignettes, quotes, photographs, and maps to ones that are truly illustrative. Photographs rarely are. For nongovernment vignettes, quotes, photographs, and maps, proponents obtain copyright permission and cite the specific location (publication or Web address) from which the author obtained the material.

(b) Reduce charts, tables, and figures to those necessary for clarity or explanation. Per [DA Pam 25-40](#), all charts, tables, and figures must have a note or legend for acronyms and abbreviations.

(c) Transfer all control measure graphics into ADRP 1-02 as the proponent publication.

(d) Glossaries will only include 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 requires 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 anywhere from 3 to 23 months. The time required depends on several factors: whether the requirement is for a new publication or revision 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 on page 26 summarizes the Army doctrine process. Appendix D discusses the estimated time values 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. Factors proponents consider when making these decisions are discussed throughout this chapter.

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

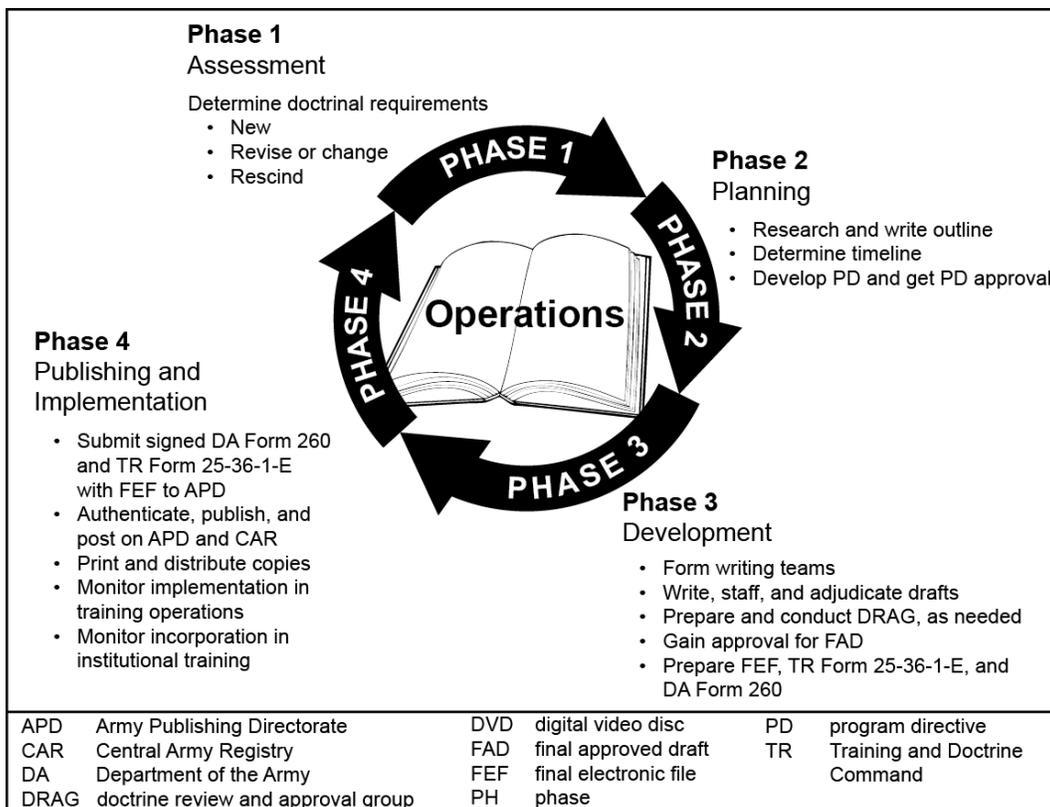


Figure 4-1. Army doctrine process

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4-3. Assessment.

Assessment has two functions. First to determine if a new publication is needed to cover an area 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 assessment to determine the need for a new publication or as part of the required review of existing publication discussed below.

a. Proponents formally review authenticated publications for which they are responsible every 18 months or more often if required based on the characteristics in paragraph 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.

b. The research in the assessment phase analyzes a variety of factors listed below 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 on a periodic basis and often have direct implications for Army doctrine.

(2) **Validated concepts.** Validated concepts often provide a doctrine solution to achieve required capabilities. See paragraph 3-2.

(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, observations collected at the combat training centers, the Center for Army Lessons Learned, 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 that deal with common topics. In particular, changes in publications higher in the doctrine hierarchy frequently require changes in those 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 how 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 Department of Defense (DOD) or Army policies frequently require changing doctrine to integrate new policies and guidance.

(10) **Revised doctrine.** New or significant revisions of joint and multinational doctrine frequently trigger changes in related doctrine publications.

(11) **Direct input.** Centers of excellence have a wealth of experience in instructors, doctrine authors, small-group leaders, proponent combat and training development 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.

(12) **Combat training centers observer-controllers.** Combat training centers have a wide range of experience in observing what doctrine works and what does not, and what new tactics, techniques, and procedures units are using.

(13) **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 (see below). The rating is posted by the proponent in the DLMP (via 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) **Red.** The publication requires revising or rescinding. If a determination is made that the publication is still required but contains irrelevant or obsolete information, program the publication for revision. If the publication is no longer required, rescind it.

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

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d. **Rescission.** When proponents determine that a publication is no longer required, they send either a DA Form 260 or a memorandum via e-mail directing its rescission through Commander, U.S. Army Training Support Center (USATSC) ATTN: Replication and Distribution Office, 3306 Wilson Avenue, Rm 6, Joint Base Langley-Eustis, VA 23604-5168 (e-mail at usarmy.jble.CAC.mbx.atssc-adtlp@mail.mil) to Director, APD (AAHS-PAP), 9351 Hall Road, Building 1456, Fort Belvoir, VA 22060-5447 (call 703-693-1561 or -1557/DSN 223) with an information copy to CADD via e-mail at usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil.

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-1 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. USATSC and APD require two months to perform final quality assurance, 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—

1. A whole new area that requires immediate doctrine to fill a critical void in describing the conduct of operations.
2. A new or changed technique that reduces risk of Soldier death, injury, or loss of equipment and collateral damage to civilians.
3. A significant, but limited, organizational change.

(b) Incorporation of a new multinational force compatibility 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 Appendix G.

(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, ADRP, FM, and ATP, proponents send the [DA Form 260](#) through CADD.

4-4. Planning.

Planning consists of researching and writing an 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. (See [TR 25-30](#) for details on research.) 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 determine 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.) The PD for an ADP will address development of its corresponding ADRP as described in figure 4-2 on page 30. Doctrine proponents prepare a separate PD for FMs and ATPs.

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[Office Symbol]	[Date]
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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 [publication type, number, and title]. For ADPs include the number and title of both the ADP and ADRP.

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 media if a new publication or recommending changing the media type (ADP, ADRP, FM, or ATP). For ADPs, this paragraph requires two subparagraphs: one for the ADP and one for the ADRP.
7. TARGET AUDIENCE: State to whom the doctrine publication is specifically targeted. For ADPs, this paragraph requires two subparagraphs if the ADP and ADRP address different audiences. If both address the same audience, subparagraphs are not necessary.
8. STAFFING PLAN: Describe the staffing plan. As 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. For ADPs, describe any anticipated differences between the planned staffing of the ADP and the ADRP. If the two manuals will be staffed at the same time for all drafts, state this.
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. Publications used at the lower echelons (brigade and below) usually require hard copy distribution because of limited automation capabilities and Internet limitations. Also classified publications may require print distribution. Initial print requirements are required in the PD as well as on the DA Form 260.
12. OTHER RELEVANT INFORMATION. Address any relevant information not covered, for example, new terms, parallel doctrine, or training publications being developed. For ADPs, describe any anticipated differences between how the ADP and the ADRP will be developed. If none, state that both publications will be developed simultaneously throughout development and publishing.
13. POC. Enter name, rank or grade, phone number, and e-mail address. Include the generic e-mail address of the office that will prepare, or oversee, preparation of the publication.

SIGNATURE BLOCK
(Authority recommending approval)

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 appendixes. PDs for ADPs will have separate enclosures for the outlines of the ADP and the ADRP. Enclosure 2 will be the ADP outline. Enclosure 3 will be the ADRP outline. The PD coordination list and results will be enclosure 4.
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 paragraph 8. Send them copies of the approved PD.

Figure 4-2. Program directive format

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.
- (4) Establish a management audit trail.
- (5) Document the 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 publications control officer to ensure funds are available for for Armywide printing and distribution.

d. The PD is staffed with USACAC, all doctrine proponents, 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 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, the proponent makes appropriate changes to the PD and forwards it to the Commanding General, USACAC (ATZL-MCD), via e-mail at usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil for approval and for non-TRADOC doctrine proponents in accordance with standing MOAs (figure 4-2 illustrates how to format the PD memorandum).

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

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4-5. Development.

Development is the actual writing of the publication, staffing it, adjudicating comments, preparing the FEF for transmission to APD.

a. **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 (VIS). If more than one author is assigned, the proponent will designate a writing team leader (preferably military or Army civilian); see [TR 25-30](#), chapter 2, for the team concept of doctrine development and responsibilities of each team member. Team members can be Active Army or Reserve Component Soldiers, Army civilians, or contract personnel. The proponent will—

(1) 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.

(2) Provide applicable training, guidance, and instruction to team members and ensure they are familiar with how to use the [FM-Format2 template](#), the provisions of this regulation, [AR 25-30](#), [DA Pam 25-40](#), and [TR 25-30](#).

b. **Funds.** Required funds include money for temporary duty, contractor support, and necessary equipment.

c. **Research and writing.** [TR 25-30](#) discusses researching and writing doctrine publications. The writing team prepares drafts of the publication. Paragraph 4-5c(2), below, describes 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 convention.

(1) The writing team must engage the editor early in their writing process to ensure logical organization of their 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 and the FEF to APD for publishing.

(2) **Types of drafts.** The following drafts may be used during the development process:

(a) **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 Armywide staffing.

(b) **Initial draft.** The first draft for Armywide staffing is an initial draft (ID). If proponents determine that only one Armywide staffing is required for a publication, they do not staff an ID but only a final draft.

(c) **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 Armywide as a revised FD. Proponents provide reviewers with an adjudicated comment matrix (see paragraph 4-5c[7]). A signature draft can be developed based on an adjudicated FD or results of a DRAG. It is a draft submitted to the approval authority designated in the PD for approval. The approved signature draft becomes the final approved draft (FAD).

(d) **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. When a DRAG is required—see paragraph 4-5c(7)(a), below—staff the DRAG draft and supporting documents with all DRAG participants, those 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.

(e) **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 Web site. They must label and date FADs with *Final Approved Draft* or *FAD* on each page. Proponents remove the FAD from the proponent's Web site once the publication is authenticated.

(3) **Editing and format.** Proponents allocate enough time to edit doctrine publications. Proponents prepare the FAD and the FEF to the standards in [TR 25-30](#), [DA Pam 25-40](#), and the [FM Template and Instructions](#). As the proponent for Army doctrine, USACAC establishes the format for doctrine publications. Doctrine publication templates are found on the [CADD Doctrine Web Site](#) (under "CADD Doctrine" click on "Author Resources"). The template ([FM-Format2 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 Commanding General, USACAC (ATZL-MCD) via e-mail to usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil.

(4) **Proponent staffing.** Doctrine publications must be staffed Armywide at least once. However, it is highly recommended to staff most ADPs, ADRPs, FMs, and ATPs Armywide twice: an ID and a FD. Armywide staffing includes the generating 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.

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(5) **Before placing a draft publication** on the Internet for staffing, proponents must—

(a) Comply with laws regarding copyrights, registered trademarks, and intellectual property rights in accordance with [DA Pam 25-40](#) as early as possible but no later than the FAD.

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

(c) 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.”

(d) Place the words “DRAFT—NOT FOR IMPLEMENTATION” as a watermark or across the bottom or top (in the footer or header) of each page of **all** drafts.

(e) Include line numbers. In small documents use continuous numbers. In large documents restart numbering for each chapter, appendix, annex, or page.

(f) Use Army Knowledge Online–SECRET Internet Protocol Router Network (AKO-S) to staff classified or sensitive draft doctrine.

(g) Send out a staffing memorandum that includes a comment matrix.

(h) Send a memorandum to FORSCOM from the center of excellence specifically requesting a FORSCOM review.

(6) **For staffing**, proponents will—

(a) Staff drafts electronically in a PDF file by encrypted e-mail to the target audience or by posting them on a password protected Web site (preferably AKO *Portal Files* and *Folders Section* or proponent Web sites behind AKO or AKO-S, if classified) and send a review message to target audiences via e-mail. Per AR 25-30, treat all draft doctrine as restricted distribution information. It may not be shared with anyone outside of the Army unless specific release is given by the originating agency (such as the organization that wrote the draft). For agencies without AKO access, send encrypted e-mail with draft attached or send hard copy (DVD) draft via mail. Proponents will create their own AKO portal page for staffing. For multi-Service publications with the USMC, proponents formally staff all drafts to Deputy Commandant (DC) for Combat Development and Integration (CD&I), Capabilities Development Directorate (CDD). DC CD&I, CDD will further staff those drafts to the correct USMC commands. DC CD&I, CDD, will assemble comments for the USMC and return to the appropriate publication adjudicator. Request that all drafts be sent to CD&I, Doctrine Control Branch via e-mail through CADD at usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil.

(b) Provide reviewers 45 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 will not be addressed. (For additional guidance on staffing, see [TR 25-30](#), chapter 5.)

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

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

(e) Include instructions on reviewing terms for which the publication is the proponent publication as specified in paragraph B-2c, below.

(f) Staff drafts with FORSCOM with a memorandum for record identifying the specific units to review the doctrine publications via e-mail through CADD at usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil.

(g) Staff draft forms (in any software format) early in the development process through the TRADOC departmental publications control officer via e-mail at usarmy.jble.CAC.mbx.atsc-adtlp@mail.mil to the APD Forms Management Branch. This time allows APD to upload and develop the form in the official forms software and workout any issues that may preclude timely publishing of the publication.

(7) **Resolution of comments.** Proponents must make every effort to resolve comments. The proponent should provide reviewers a consolidated comment matrix, within 30 days after suspense, indicating the adjudication of all but administrative and substantive comments. The matrix should contain the reason(s) for rejecting or modifying comments to allow reviewers to respond with additional justification. The proponent then 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 opposing the adjudicated comment resolution by the established suspense date (usually no less than 10 days), the adjudicated comment resolution shall be deemed as accepted. For multi-Service publications, Service acknowledgement of receipt is required and a minimum of 10 days shall be allowed for rebuttal/acceptance. Proponents should conduct an in-house review team, or host a pre-DRAG council of colonels, to attempt resolution of critical and major issues. If critical or major issues cannot be resolved at the action-officer level, the proponent must hold a DRAG.

(a) A DRAG is a conference among the parties involved with or interested in the issues. A DRAG is required when unresolved critical and major comments remain 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 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.

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2. **Electronic.** 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 type of 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 nonconcur with the decision. In this case, forward the issues to the next higher HQ, TRADOC, or DA for resolution.

(8) **Reviewer responsibilities and types of comments.** Reviewers will conduct a detailed review of drafts using the characteristics and criteria in paragraphs 3-7 and 3-8 to evaluate the draft.

(a) If the ID discusses a topic and a reviewing organization does not raise an issue it has about that discussion, the reviewing organization may not raise issues related to that topic in subsequent drafts. Failure to raise an issue during the ID staffing is de facto approval of that information; that item will not be subject to review by that organization on subsequent staffings. The only issues that can be raised on subsequent reviews are those that were raised earlier but not adequately addressed during adjudication, new issues included in the FD, or changes to 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 director (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 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 that a reviewing agency will not concur with the publication if the doctrine proponent does not satisfactorily resolve a problem. The problem consists of incorrect material of considerable importance 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 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 [Standard Comment Matrix](#) (using line in/line-out format; see figure 4-3) to provide, record, and adjudicate comments throughout the development process. Users can obtain the standard comment matrix at https://jdeis.js.mil/jdeis/jddg/comment_matrix_format.html.

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

d. **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 signed by the approval authority, this draft is called a FAD. Once approved, the editor (with support from the author and VIS) prepares the FEF in PDF and Microsoft Word files based on the FAD.

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e. **Submission checklist.** Doctrine proponents check the FEF using TRADOC Form 25-36-1-E (*TRADOC Doctrine Publication Checklist*) 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 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 as to the reason for rejection, and return the submission packet to the proponent signing authority for correction. APD and USATSC delete the digital DA Form 260 and associated documentation at this time. After making corrections, proponents complete and submit a new DA Form 260 packet; the publication starts at the back of the line. See appendix J.

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

g. **Development of joint, multi-Service, and multinational publications.** Doctrine proponents participate in developing joint, multi-Service, and multinational publications as outlined below:

(1) **Joint doctrine publications.** If the joint community assigns a joint publication to the Army for development, the DCS, G-3/5/7 (DAMO-SSP) 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 as laid out in [CJCSM 5120.01](#) found at <http://www.dtic.mil/doctrine/doctrine/cjcs.htm>. When TRADOC is assigned PRA, the CG, USACAC may appoint a subordinate organization as the preparing agency, which then assumes PRA responsibilities.

(2) **Multi-Service doctrine publications (non-ALSA).** For development of multi-Service doctrine publications, TRADOC and non-TRADOC proponents with MOAs follow the guidance in subparagraphs (a) and (b) below. See DODM 5200.01 for marking controlled unclassified documents. See also paragraph 2-11t for marking documents.

(a) **Army as lead Service.** When the Army is designated as the lead Service, a proponent is assigned, forms and chairs multi-Service working groups, compiles 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. Figure 4-4 lists contact information for the Service doctrine centers.

Army (joint, multi-Service, and multinational doctrine publications). Commanding General, USACAC (ATZL-MCD), 300 McPherson Avenue, Building 463, Fort Leavenworth, KS 66027-1300; Phone 913-684-2628, 4877, 4889, and 2601/ DSN 552 and e-mail usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil; Web site: <http://usacac.army.mil/cac2/cadd/index.asp>.

Marines. Headquarters Marine Corps Combat Development Command, Doctrine Control Branch (C116) 3300 Russell Road, Quantico, VA 22134-5021; Phone 703-784-3616/ DSN 278, e-mail: doctrine@usmc.mil.

Air Force. Curtis E. LeMay Center for Doctrine Development and Education, LeMay Center, 401 Chennault Circle, Maxwell AFB, AL 36112-6112; Phone 334-953-2640 or 5408/ DSN 493; e-mail: LeMayCtr.DD.WKFLW@MAXWELL.AF.MIL; Web site: <https://wwwmil.maxwell.af.mil/au/lemay/>.

Navy. Navy Warfare Development Command, 1528 Piersey Street, Bldg O-27, NAVSTA Norfolk, Norfolk VA 23511-2699; Phone 757-341-4152, 4154, or 4213/ DSN 341; Web site: <https://ndls.nwdc.navy.mil/>.

Figure 4-4. Service doctrine centers

(b) **Other Services as lead.** If another Service is the lead, the Army’s participating proponent must attend the working groups that develop the drafts, staff the drafts within the Army, adjudicate the Army comments, provide a consolidated Army comment matrix, obtain a doctrine publication number for the publication (from USACAC), and obtain appropriate Army approval and authentication through normal publication channels prior to other Services publishing. The proponent obtains the FEF of the publication in Microsoft Word and PDF formats and then proceeds with publishing as for any other doctrine publication.

(3) **ALSA-developed multi-Service publications.** ALSA is a multi-Service organization, chartered by the four Services, to rapidly respond 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 <http://www.alsa.mil>.

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(4) **Multinational doctrine publications.** The Army participates in multinational force compatibility agreements, NATO, and the ABCA Armies Program. The doctrinal processes for NATO and ABCA resemble those followed by the Army and joint doctrine.

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

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

2. **Other allied publications.** The development, review, and coordination of allied publications (APs) 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, USACAC is the lead organization for staffing and consolidating TRADOC comments as well as recommending positions on all AP actions. The ratification of APs for the Army is centrally managed by the DA G-3/5/7.

(b) For ABCA, as with NATO, the Army by its own agreement serves as project leaders for selected standardization agreements and publications. The development, review, and coordination of ABCA 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 ABCA products for the Army is centrally managed by the DA G-3/5/7.

4-6. 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 following to usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil for the [DA Form 260](#) signature:

(a) FEF in PDF.

(b) The consolidated adjudication comment matrix.

- (c) TRADOC Form 25-36-1-E (*TRADOC Doctrine Publication Checklist*).
 - (d) The initial distribution list of printed copies (if applicable; see paragraph 4-6a[6]).
 - (e) The [DA Form 260](#) (an electronic version of the DA Form 260 is available at [APD](#)).
 - (f) Release to publish copyright materials (if applicable).
 - (g) A special initial distribution list of printed copies (if applicable).
 - (h) [DD Form 67](#) and prescribed forms (if applicable).
 - (i) Any waivers needed for exceptions to policy (if applicable).
- (2) See figure 4-5 on page 42 for [DA Form 260](#) signature requirements.
- (a) CADD conducts a review of the publication. When the CADD screener determines the FEF meets the publication standards, the Director, CADD signs the DA Form 260. 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, USACAC is the only signature authority for DA Form 260 for TRADOC-developed doctrine publications.** Director, CADD, USACAC e-mails the signed [DA Form 260](#) to proponents.
- (3) Proponents then forward the signed DA Form 260, DD Form 67 and prescribed form(s) (if applicable), FEF in Microsoft Word, FEF in PDF (serves as a visual layout document), scrubbed initial distribution list, TRADOC Form 25-36-1-E, and applicable enclosures through Commander, U.S. Army Training Support Center (USATSC) ATTN: Replication and Distribution Office, 3306 Wilson Avenue, Rm 6, Joint Base Langley-Eustis, VA 23604-5168 via e-mail usarmy.jble.CAC.mbx.atsc-adtlp@mail.mil to APD. For sharing publication files too large to be transmitted via e-mail, proponents create an Army Knowledge Online (AKO) files site.
- (4) USATSC performs a final quality assurance check of and signs the [DA Form 260](#); checks for the TRADOC Form 25-36-1-E and initial distribution list (if applicable); has the TRADOC departmental forms control officer sign the DD Form 67 (if applicable); estimates cost of and verifies availability of resources if printed copies are required; and forwards the documents to APD. (*Note.* The total number of pages of a printed book is always divisible by 4 with no remainder. The number of pages of an electronic media only book is always divisible by 2 with no remainder. Add blank pages between the authentication placeholder and the back cover placeholder to meet this requirement.)
- (5) APD authenticates, publishes, and posts publication on an official repository. After APD authenticates the publication, APD sends the proof and an *Authorization to Publish* back to the proponent for final concurrence. Once the proponent returns the *Authorization to Publish* to

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APD, APD publishes the publication. After posting on AKO, APD notifies USATSC for downloading and posting to the CAR. If printed copies are required, APD contracts the order and provides a copy of the print order to USATSC for resourcing verification. Once APD receives the printed copies, APD distributes them in accordance with the initial print request and stores the balance at the distribution warehouse in Saint Louis, Missouri. APD will not expedite authentication of the FEF without a general officer or civilian equivalent signature on the [DA Form 260](#).

<i>Publication Type</i>	<i>Program Directive Approval**</i>	<i>Publication Approval**</i>	<i>DA Form 260 Approval**</i>
ADP*	USACAC	USACAC	USACAC
ADRP*	USACAC	USACAC	USACAC
FM*	USACAC	USACAC	USACAC
ATP*	USACAC	Proponent	USACAC
Other publications***	N/A	Proponent	Proponent
ADP Change	N/A	USACAC	USACAC
ADRP Change	N/A	USACAC	USACAC
FM Change	N/A	USACAC	USACAC
ATP Change	N/A	Proponent	Proponent
*Document approval for a revision of an ADP, ADRP, FM, and ATP follows the same as above, except for an urgent revision PD is only required internally. **Each Non-TRADOC proponent will follow the procedures agreed to in the approved memorandum of agreements with Headquarters TRADOC. ***Other publications include training circulars, general subject technical manuals, and proponent publications that are not doctrine, such as handbooks.			

Figure 4-5. Program directive, publication, DA Form 260 approval

(6) Proponents will submit a scrubbed initial distribution list with the [DA Form 260](#) for all publications with a print distribution requirement. (For all other publications, indicate Web in block 11c of [DA Form 260](#).) Upon request from the proponents, USATSC will obtain a complete Army mailing list (units with 12-series accounts) from APD. Proponents will review and modify the mailing list based on the publication target audience. Proponents will not use initial distribution numbers (known as IDNs) from other publications to distribute a new or revised publication. 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 uploaded on the AKO (APD repository) and CAR, and placed on the doctrine DVD packet (developed and distributed annually by USATSC) when funds are available.

(8) Proponents are required to develop or update initial distribution lists for each doctrine publication provide that list along with the [DA Form 260](#) (or indicate the publication will be electronic means only). For print requirements, proponents perform this 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 (such as 12-series accounts, AKO, or DVD). Proponents consider the availability of adequate automation capabilities at lower echelons, leadership guidance, the annual doctrine DVD distribution, and the capability of Soldiers to access the CAR and AKO. 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. The Army doctrine and training publication print funds are managed by USATSC.

(11) USATSC 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. 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.

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

(2) 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 Digital Training Management System).

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

(4) Commands, combat training centers, Center for Army Lessons Learned, and other agencies provide feedback on the doctrine publication's relevance and recommendations for improvements.

4-7. MilWiki doctrine.

The [MilWiki](https://www.milsuite.mil/wiki/Portal:Army_Doctrine) is a Web-based doctrine development tool found at https://www.milsuite.mil/wiki/Portal:Army_Doctrine. Its main purpose is to enable incorporating rapid changes based on operational experiences into ATPs. All ATPs are posted on MilWiki. However, doctrine proponents will produce and distribute separately classified ATPs; classified ATPs are not hung on MilWiki. All modifications of ATPs posted on MilWiki are draft 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 can modify, add, and delete the content of ATPs. Postings should be short, succinct, concise, and include a justification of why the change is required. Contributors should use correct doctrinal terms (where possible or recommend changes to terms) in ADRP 1-02.

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

(2) When making suggestions, contributors 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 decide whether to accept, modify, or reject postings. If a proponent accepts or modifies a posting, it determines 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 allow enough development time to produce a coherent manuscript. Documents with numerous contributors require a single-pen rewrite.

(2) Centers of excellence need to identify a primary point of contact for each ATP posted on 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 MilWiki.

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

(4) Proponents monitor all postings regularly. Proponents’ point of contact creates a Watchlist for automatic notification of all changes. Point of contact will respond to any recommendation made on the ATP. Point of contact must acknowledge input and provide positive, negative, or neutral comments to each post. A response from the point of contact to the contributor reinforces that proponents consider suggestions and analyze feedback. Point of contact 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 do not request hard copies on the [DA Form 260](#).

(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 the USACAC at Fort Leavenworth. CADD maintains the Web site 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. **United States Army Publishing Directorate.** The authoritative source for Army doctrine—the APD official repository—is found at <https://armypubs.us.army.mil/>. This site requires a password. Within this site, there is a link to [DA Pam 25-30](#), APD’s online publication index.

b. **Joint Doctrine, Education, and Training Electronic Information System.** The Joint Doctrine, Education, and Training Electronic Information System (JDEIS) is the authoritative source for joint doctrine, to include CJCSIs and Department of Defense directives (DODDs). JDEIS is found at <https://jdeis.js.mil/jdeis/index.jsp>.

c. **Central Army Registry.** The CAR, an official source for authenticated doctrine publications, is found at <https://atiam.train.army.mil/login/>. USATSC maintains the CAR and is responsible for ensuring that the doctrine publications mirror those on the APD Web site. If the APD and CAR Web sites do not match, notify USATSC.

d. **North Atlantic Treaty Organization Standardization Agency.** NATO promulgated publications and information are at <http://nsa.nato.int/> and <http://www.nato.int/>. Both sites require a password.

e. **American, British, Canadian, Australian, and New Zealand (ABCA) Armies’ Program.** ABCA publications and information are found at <http://abca-armies.org/>. This site requires a password.

5-2. Boards, working groups, and committees.

The boards, working groups, and committees involved in the management of doctrine publications and the doctrine process are discussed below.

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a. **Doctrine Education and Training Board.** The Doctrine Education and Training Board is a USACAC forum. It meets periodically to evaluate how best to inculcate doctrine into the force, both the generating and operating forces. The board reviews new and revised doctrine to develop a strategy to infuse it into the force. This strategy includes advising and informing the field of changes in doctrine as well as evaluating programs that can improve and enhance the Army knowledge and use of doctrine.

b. **Joint Action Steering Committee.** The JASC meets three times a year to provide direction and guidance to ALSA and discusses other multi-Service doctrine issues. Individually, members of the JASC approve all phases of ALSA project development, culminating in approval of multi-Service publications. For more details, see the [Air Land Sea Application Center](#) Web site.

c. **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 Joint Staff Directorate for Joint Force Development (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 JDEIS at <https://jdeis.js.mil/jdeis/index.jsp> and click on the link for joint, ALSA, and Service doctrine, then joint doctrine planning conference.

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

5-3. Management tools.

A number of tools available to assist in the management of doctrine publications and the doctrine process are discussed below.

a. **The Fiscal Year Doctrine Development Guidance.** The doctrine development guidance establishes 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, USACAC provides the guidance. TRADOC proponents semiannually report publication status to CADD, USACAC based on the guidance. See Appendix E for more details.

b. **The Doctrine Literature Master Plan.**

(1) The DLMP is used to manage the life cycle of doctrine and other types of publications (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 doctrine publications and forecast resources for development requirements. It lists all Army, joint, multi-Service, and multinational doctrine publications for which TRADOC and non-TRADOC doctrine agencies are the proponents, PRA, or TRA. It includes current publications, new developments, changes, revisions, and proposed consolidations. CADD, USACAC maintains the DLMP through proponent input via the TD2-QA at <https://td2.tradocapps.army.mil/login.aspx>. 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 e-mail or phone for corrective action. The current FY listing is used to project and prioritize resources for doctrine development. (Appendix D discusses the estimated time values [ETVs] that are programmed in TD2-QA and used to forecast man-hours and man-years in the DLMP.) The DLMP feeds doctrine development resource requirements into the POM. At a minimum, the DLMP is updated quarterly, but 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 POM year's development requirements. It allows proponents to identify resource requirements above and beyond its organization's authorizations listed in the table of distribution and allowance. It also supports POM 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 volatility of information in the publications.
- (c) Leadership guidance.
- (d) New DOD policies.
- (e) New requirements based on future force capabilities identified in the Joint Capabilities Integration and Development System (known as JCIDS), accelerated capabilities developments, and capability needs analyst processes.

(3) CADD uses the DLMP data and requirements to support the Army Capabilities Integration Center capabilities needs analysis (CNA). The CNA process is a TRADOC-led annual assessment of the Army's ability to perform future missions as defined by joint and Army concepts taking into account existing and programmed solutions. The DLMP can be used in support of the CNA process to identify potential doctrine gaps when compared or cross-walked against joint capability areas in the POM years. See [TR 71-20](#) for CNA details.

c. **Doctrine developer training.** The Army civilian doctrine developers' professional career field is part of [CP 32](#). CP 32 lists training and education that doctrine developers may use to develop their individual development plan for continued educational courses funded by HQDA.

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Appendix A References

Section I Required Publications

[AR 5-22](#)

The Army Force Modernization Proponent System

[AR 25-30](#)

The Army Publishing Program

[DA Pam 25-40](#)

Army Publishing: Action Officers Guide

[JP 1-02](#)

DOD Dictionary of Terms and Abbreviations

[MIL-STD 2525C](#)

Common Warfighting Symbology

[Standard Comment Matrix Primer](#)

[TR 25-30](#)

Preparation, Production, and Processing of Armywide Doctrinal and Training Literature (ADTL)

Section II Related Publications

[AAP-03\(J\)](#)

Production, Maintenance and Management of NATO Standardization Documents

[AAP-47\(A\)](#)

Allied Joint Doctrine Development Supplement to AAP-3(J)

[ADRP 1-02](#)

Terms and Military Symbols

[AR 11-2](#)

Managers' Internal Control Program

[AR 25-400-2](#)

The Army Records Information Management System (ARIMS)

[AR 34-1](#)

Multinational Force Compatibility

[AR 380-5](#)

Department of the Army Information Security Program

[AR 380-10](#)

Foreign Disclosure and Contacts with Foreign Representatives

[Army Dictionary](#)

[CJCSI 2700.01E](#)

International Military Agreements for Rationalization, Standardization, and Interoperability between the United States, Its Allies, and Other Friendly Nations

[CJCSI 3010.02C](#)

Joint Operations Concepts Development Process (JOPSC-DP)

[CJCSI 5120.02C](#)

Joint Doctrine Development System

[CJCSI 5705.01D](#)

Standardization of Military and Associated Terminology

[CJCSM 3500.04F](#)

Universal Joint Task List

[CJCSM 5120.01](#)

Joint Doctrine Development Process

[Coalition Operations Handbook](#)

[DA Pam 25-30](#)

Consolidated Index of Army Publications and Blank Forms

[DA Pam 25-40](#)

Army Publishing: Action Officers Guide

[DODD 5530.3](#)

International Agreements

[DODI 5025.12](#)

Standardization of Military and Associated Terminology

[Joint Doctrine Hierarchy](#)

[National Defense Strategy](#)

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[National Military Strategy](#)

[National Security Strategy](#)

[Plain Writing Act of 2010](#)

[TRADOC Pamphlet 350-70-1](#)

Training Development in Support of the Operational Domain

[TR 1-11](#)

Staff Procedures

[TR 71-20](#)

Concept Development, Capabilities Determination, and Capabilities Integration

[TR 350-70](#)

Army Learning Policy and Systems

Section III

Referenced Forms

(http://www.apd.army.mil/Forms/browse_forms.asp and
<http://www.dtic.mil/whs/directives/infomgt/forms/formsprogram.htm>)

DA Form 260

Request for Publishing

DA Form 2028

Recommended Changes to Publications and Blank Forms

DD Form 67

Form Processing Action Request

Section IV

Prescribed Forms

TRADOC Form 25-36-1-E

TRADOC Doctrine Publication Checklist (Available on the TRADOC Forms web page:

<http://www.tradoc.army.mil/tpubs/TRADOCForms.htm/>

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 doctrine publications. It implements policy established in Department of Defense Instruction ([DODI 5025.12](#) (for terms) and [MIL-STD 2525C](#) (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 2525C](#) establishes the requirement that all DOD elements use standard military symbology. Army doctrine uses standard joint terms and definitions established in [JP 1-02](#) and Army terms, definitions, and symbols established by proponents and listed in ADRP 1-02. 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 [ADRP 1-02](#) and the online [Army Dictionary](#):

(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.

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(4) The term reflects present Army capabilities and practices.

(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 paragraph 4-6c[4] below 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 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 program directive and in the drafts of the doctrine publication that establishes the term (the proponent doctrine publication). The program directive 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 nonconcurrence 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, ATTN: Army Terminologist (ATZL-MCD), 300 McPherson, Fort Leavenworth, KS 66027, or e-mail usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil. New terms and definitions or modifications will be added to ADRP 1-02 and the online *Army Dictionary* after official publication of term proponent manual.

e. Doctrine proponents identify terms in the body of the publication and the glossary as directed in paragraph 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 proponenty is needed. For example:

***ambush**

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

(2) All terms for which the publication is not the proponent require the proponent publication after the definition. Follow all definitions from other sources with the number of the proponent publication. For example:

attack

An offensive task that destroys or defeats enemy forces, seizes and secures terrain, or both. (ADRP 3-90)

(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. For example:

assessment

(Army) The continuous monitoring and evaluation of the current situation to determine the progress of an operation. (ADP 5-0)

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(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 *JP 1-02* in parentheses if there is no other joint proponent publication. (The PDF version of JP 1-02 lists proponent publications for most joint terms.) For example:

base

(joint) A locality from which operations are projected or supported. (JP 4-0)

(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. For example:

collection point

(Army/Marine Corps) A point designated for the assembly of casualties, stragglers, not operationally ready equipment and materiel, salvage, prisoners, and so on for treatment, classification, sorting, repair, or further movement to collecting stations or rear facilities and installations. (FM 4-02.2)

(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. For example:

antitank mine

(NATO) A mine designed to immobilize or destroy a tank. (AAP-6)

(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 target 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. For example:

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

(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, ADRP, FM, or ATP. For joint terms, it will be the proponent joint publication for the term. If JP 1-02 lists no joint proponent publication, then use JP 1-02. For example:

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 (ADRP 5-0).

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

B-4. Notification of style convention. The following paragraph will appear in the Preface of all doctrine publications:

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 italicized in the text and are marked with an asterisk (*) in the glossary. Terms and definitions for which FM X-XX is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

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 or COMSEC). 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 TRADOC Reg 25-30, paragraph 7-2 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 ADRP 1-02 and the online *Army Dictionary* 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.

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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:

1. APPR (Army package power reactor)

2. CPR (cardiopulmonary resuscitation)

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

1. DOD, not DoD for Department of Defense.

2. 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 the proper nouns are in upper case.

(2) Do not create an acronym for a defined term listed in ADRP 1-02 or JP 1-02 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 “Also called,” as in the following example:

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. (ADRP 3-90)

(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, combining *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 only represent one of these terms; the other must always be written out when used. (Per TRADOC Reg 25-30, 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 TRADOC Reg 25-30, avoid using abbreviations in text except as follows:

(a) 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.

(b) Equations may contain symbols.

(c) Fiscal year and the year itself may be shortened to, for example, FY 13.

(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 paragraph 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 no more than four 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 suborganizations (for example, *TRADOC* for Training and Doctrine Command and *MCCOE* for Mission Command Center of Excellence).

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(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 glossary.

B-6. Policy for symbols.

a. ADRP 1-02 is the proponent for all military symbols for the Army. It establishes a single standard for developing and depicting hand-drawn and computer-generated military symbols for any application. ADRP 1-02 is also the proponent for all control measure symbols and serves as a central repository of all control measure symbols. However, proponent publications must describe, in detail, the purpose and use of the symbol.

b. Doctrine proponents will not create, combine, or modify any symbols that differ from those in ADRP 1-02. If there are no approved symbols that meet required needs, a doctrine proponent may propose the creation of a new symbol. The doctrine proponent will submit the proposal to CADD, USACAC. If the proposal receives Armywide concurrence, then the Army voting representative forwards it to the DOD Symbology Standardization Management Committee for approval and inclusion in MIL-STD 2525. All proposed control measure symbols must have an associated publication that describes, in detail, how to use the symbol.

c. When developing new unit symbols for units, do not include the echelon of the unit as part of an abbreviation. The unit echelon is a separate amplifier field 6. For example, using *CSSB* for combat service support battalion is incorrect. Military symbology has a battalion amplifier, and there is an existing main icon (*CSS*) for combat service support. Always check to ensure that an icon does not exist before creating a new icon. Modifiers should not be created for standard unit functions, such as expeditionary. All operational Army units are expeditionary.

d. When creating equipment symbols, they are 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, not a specific missile type. In an amplifier field, the specific missile type can be annotated. If there are multiple sizes of systems, the differences must be include in the publication, such as 60 millimeter or less for small, 61 millimeter – 119 millimeter for medium, and 120 millimeter or more for large.

Appendix C
Doctrine Publication Numbering System

C-1. Doctrine publication numbering.

a. The numbering system for doctrine publications is enforced by USACAC. 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](#) and [CJCSI 5120.02C](#)). Doctrine publications for the Army are grouped into seven functional categories. Table C-1 depicts the numbering categories for doctrine. (*Note:* This table depicts subseries numbers and doctrine subcategories that are more than FM categories.) One functional category, 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, ADP 1-02, and ADRP 1-02.

Table C-1. Functional categories, number series, and doctrine/proponent titles

<i>New Series #</i>	<i>Series Name</i>	<i>Subseries</i>	<i>Doctrine Subcategory</i>
			ADP 1, <i>The Army</i> ; Reference series 1-02 – Terms and Symbols
1	Personnel		
		0	Human Resource Support
		04	Judge Advocate/Military Law Legal Support
		05	Religious Support
		06	Financial Management
		19	Army Band
		20	History
2	Intelligence		
		0	Intelligence Doctrine and Processes
		19	Intelligence Support at Different Echelons
		22	Intelligence Disciplines
		33	Analysis
		91	Intelligence Support to Operations and Tactics
3	Operations		
		0	Unified Land Operations
		01	Air and Missile Defense
		04	Aviation
		05	Army Special Operations

Table C-1. Functional categories, number series, and doctrine/proponent titles (continued)

<i>New Series #</i>	<i>Series Name</i>	<i>Subseries</i>	<i>Doctrine Subcategory</i>
3	Operations		
		06	Urban
		07	Stability
		09	Fires
		11	Chemical, Biological, Radiological, and Nuclear (CBRN)
		13	Inform and Influence Activities
		14	Army Space
		16	Multinational
		17	Air Mobility
		18	Special Forces
		20	Cavalry
		21/22/23/25	Infantry
		24	Counterinsurgency
		27	Global Ballistic Missile Defense
		28	Defense Support of Civil Authorities
		30	Army Support to Security Cooperation
		34	Engineer
		35	Deployment / Redeployment
		36	Electronic Warfare
		37	Protection
		38	Cyber Electromagnetic Activities
		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
		72	Nuclear
		75	Rangers
		76	Special Operations Aviation
		81	Maneuver Enhancement Brigade
		86	High Altitude
		90	Tactics, Offensive, Defensive, and Combined Arms
		92	Corps 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

Table C-1. Functional categories, number series, and doctrine/proponent titles (continued)

<i>New Series #</i>	<i>Series Name</i>	<i>Subseries</i>	<i>Doctrine Subcategory</i>
4	Sustainment		
		0	Sustainment
		01	Transportation
		02	Army Health System (medical echelons command through battalion)
		10	Contract Support
		30	Ordnance
		40	Quartermaster
		46	Mortuary Affairs
		90	Brigade Level Support
		91	Army Field Support Brigade
		92	Contracting Support Brigade
		93	Sustainment Brigade
		94	Theater Sustainment
5	Operations Process		
		0	Army Operations Process
6	Mission Command		
		0	Mission Command
		02	Signal
		22	Leadership
		27	Law of Land Warfare
		99	Report and Message Formats
7	Warfighter Support		
		0	Training
		15	Army Universal Task List
		100	Opposing Forces

b. The authority for assigning all numbers to doctrine publications for the Army is delegated to the CG, TRADOC (per [DA Pam 25-40](#), paragraph 13-11b). Proponents request assignment of a publication number when submitting the PD to USACAC. 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 functional category (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. 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. An ADP, ADRP, and FM will normally have no extensions (ADP X-X, ADRP X-XX, or FM X-XX). An ATP will use a single- or double-digit extension (x-xx.X or x-xx.XX). No three-digit extensions will be used in doctrine publication numbering. (See figure C-1.)

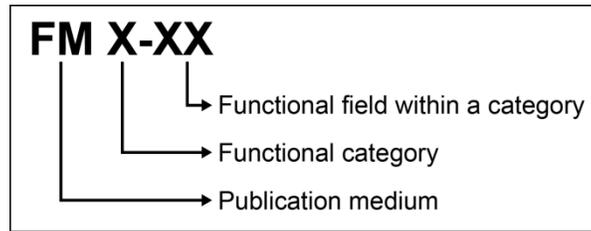


Figure C-1. Doctrine publication numbering

C-3. Supporting publication numbering (TCs and TMs). Doctrine proponents that develop and publish TCs and TMs to support their core doctrine functions will use the same doctrine publication numbering convention to depict their support relationships with the doctrine publications except the publication type will precede the numbers. These publications will use a two-digit extension (TC X-XX.XX; TM X-XX.XX) only. 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 types of publications may continue to do so if desired.

C-4. Rescinded or superseded publications. In accordance with [DA Pam 25-40](#), the number of a rescinded or superseded departmental publication must not be reused. That nomenclature can be reused if it is preceded by a different media type. 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 on page 64 to standardize methodology and forecast doctrine development resource requirements for the annual POM. The values are programmed in TD2-QA doctrine module and automatically displayed with the projected milestones in the DLMP. (*Note:* For requirements and resource computation purposes, doctrine development ends when the FEF of an approved doctrine publication is sent to USATSC for processing. Staffing time is not included in the computations.) Doctrine publications are staffed in the drafts described in paragraph 4-5c(2), above. 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.

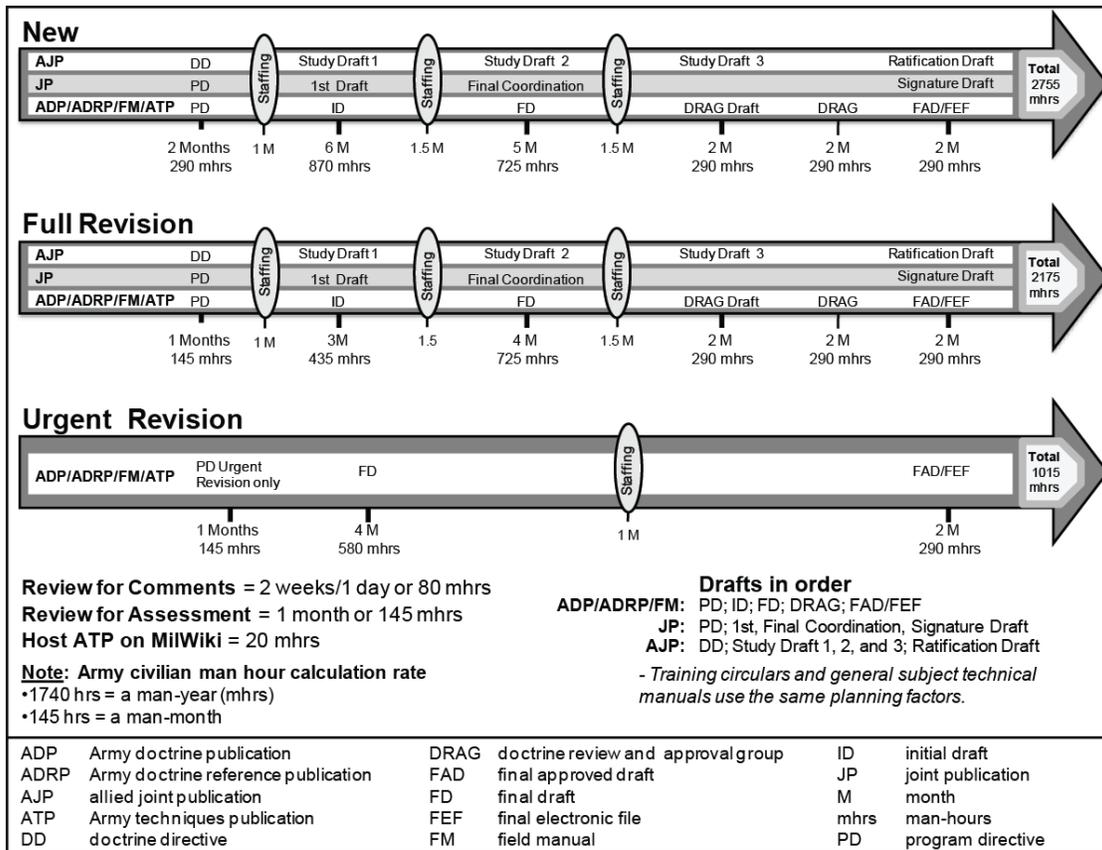


Figure D-1. Estimated time values for doctrine development

Appendix E
Fiscal Year Doctrine Development Guidance

E-1. General. The doctrine development guidance, which may be a part of the broader TRADOC management program, displays doctrine requirements for each TRADOC school or center of excellence resourced for a FY. This information is used to inform CG, USACAC on the status of doctrine development. Doctrine proponents provide the following information at the beginning of each fiscal year and assessments at mid-year and end-of-year in the format at table E-1.

Table E-1. [Proponent's] doctrine development workload, FY ____

Pub Type and #	Title	Milestone	Priority	Contract Cost	Assessment (G, A, R)	Remarks

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- a. Type of publications their respective number under development or revision.
 - b. Title of publications under development or revision.
 - c. Projected milestones at the end of the FY. Identify the following publication targeted milestone by FY end: review for assessment, PD, ID, FD, DRAG, FAD, or FEF. If possible, the milestones should mirror the FY milestones listed in the DLMP for that FY unless efforts are redirected, changed, or not resourced.
 - d. Doctrine publications development priorities (from FY, CG, USACAC doctrine development priorities).
 - e. Associated cost of publications if contracted for development.
 - f. Assessment (against milestones) at midyear and year end. Rate each publication as follows:
 - (1) Green (G) – milestone accomplished as projected.
 - (2) Amber (A) – milestone accomplishment is less than projected, but work continues.
 - (3) Red (R) – did not initiate or work was abruptly stopped due to new resource constraints or some other issue.
 - g. Remarks to amplify entries or add information deemed important. Remarks might address reviews, consolidation, pending resources, cost of contract support, military or Army civilians, or unfunded resource requirements.
-

Appendix F Army Universal Task List Submissions

F-1. Description of AUTL. This appendix establishes responsibilities for managing Army tactical tasks (ARTs) in FM 7-15. This appendix does not apply to Digital Training Management System (known as DTMS) 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 Chairman of the Joint Chiefs of Staff manual ([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 Universal Joint Task List.

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 FM 7-15 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 (CTD), USACAC. 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 the 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, USACAC for staffing and incorporation into FM 7-15. Identify obsolete ARTs to the CTD, USACAC for approval and CADD, USACAC for removal from the AUTL.
- (4) Recommend where in the AUTL hierarchy to place the proposed ART and a proponent publication associated with it.

b. CADD, USACAC—

- (1) Is the proponent for FM 7-15.
- (2) Annually requests proponents to review their ARTs, and where necessary, recommend new ARTs, changes to existing ARTs, and removal of obsolete ARTs.
- (3) Evaluates proponent ART submissions to ensure they use correct terminology and differ significantly from existing ARTs.
- (4) Notifies all proponents of AUTL changes and ensures they are posted to the appropriate Web sites.

(5) Where possible, use standard verbs from [TRADOC Pamphlet 350-70-1](#).

c. CTD, USACAC maintains the AUTL in the Training Development Capability database and establishes linkage of the AUTL to the UJTL as appropriate.

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Appendix G

Example of a Published Change to a Manual

G-1. Description of change. A change is an official alteration of a publication and issued in numbered sequence (change 1, change 2, and so on). It may delete portions of, add to, modify, or correct the publication.

a. Proponents issue change to—

(1) Update or add new doctrine to selected portions of an existing publication that does not create cascading effects.

(2) Correct a serious error.

(3) Eliminate superseded and obsolete information.

b. Proponents avoid submitting changes only to make simple editorial or typographic corrections, update references, or change terminology, unless an error alters meaning.

c. Proponents ensure that—

(1) A change transmittal sheet is included.

(2) They adjust the table of contents (see figure G-2).

(3) Instructions are included for removing or inserting pages.

(4) Page inserts are the same size and style as the original pages in document.

(5) Side bars or other notations are used to show passages that are being changed.

(6) A distribution restriction statement and destruction notice is included if required.

(7) An updated authentication page including the proper distribution (such as electronic media only or the 12-series) is included.

(8) The footer of each page on which a change occurs includes “, C#” after the publication number at the center of the footer. (The # symbol represents the number of the change: 1, 2, and so forth.) Ensure only changed pages are identified this way.

(9) Partially superseded publications contain a change that removes the superseded information. For example, if publication A supersedes chapter 4 of publication B, then publication B must have a change that removes chapter 4.

G-2. Example of changes. Sample changes to a doctrine publication are illustrated in figures G-1 and G-2, below. They include a change transmittal sheet and table of contents, respectively.

Do not create an actual authentication page; an APD editor will create it. Simply type the words *Authentication page placeholder* on the page.

		FM 6-0, C1
Change 1 Field Manual No. 6-0		Headquarters Department of the Army Washington, DC, [Date Pending]
Mission Command		
<ol style="list-style-type: none">1. This change rescinds the discussion of "Mission Command as the Key to Operational Adaptability" to align with ADP 5-0, <i>The Operations Process</i>.2. A plus sign (+) marks new material.3. FM 6-0, 13 September 2011, is changed as follows:		
Remove Old Pages	Insert New Pages	
pages i through ii	pages i through ii	
pages 1-7 through 1-8	pages 1-7 through 1-8	
<ol style="list-style-type: none">4. File this transmittal sheet in front of the publication for reference purposes.		
DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.		

Figure G-1. Example of a change transmittal sheet

Field Manual
No. 6-0

Headquarters
Department of the Army
Washington, DC, (Date Pending)

Mission Command

Contents

	Page
PREFACE	iii
INTRODUCTION	v
Chapter 1 FUNDAMENTALS OF MISSION COMMAND	1-1
The Nature of Military Operations	1-1
Mission Command as a Philosophy	1-2
Mission Command as a Warfighting Function.....	1-6
+Mission Command as the Key to Operational Adaptability	Rescinded
Chapter 2 MISSION COMMAND WARFIGHTING FUNCTION	2-1
Definition and Purpose	2-1
The Mission Command Tasks	2-1
The Mission Command System	2-7
Chapter 3 THE ART OF COMMAND AND THE SCIENCE OF CONTROL	3-1
The Exercise of Mission Command.....	3-1
The Art of Command	3-1
The Science of Control	3-6
Appendix A MANAGING INFORMATION AND KNOWLEDGE	A-1
Appendix B DEVELOPING TEAMS	B-1
GLOSSARY	Glossary-1
REFERENCES	References-1
INDEX	Index-1

Figure G-2. Example of a change table of contents

Appendix H Foreign Disclosure of Doctrine

H-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 falls under the category of 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.

H-2. Disclosure of Published Army and Multi-Service Publications.

a. Doctrine proponents will conform to [AR 380-10](#) governing the release of sensitive but 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 restriction applied to the official publication cover page in accordance with [DA Pam 25-40](#). Anything other than "Distribution Statement A" (Approved for public release; distribution is unlimited.) requires an official release from as stated below:

c. 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.

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

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

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

Appendix I Sample Preface and Introduction

I-1. Description of Preface. A Preface is administrative only. It concisely states the publication's general purpose, main topic, intended audience, applicability, and proponentcy. If needed, additional paragraphs briefly describe special considerations for using the publication effectively, including multinational force compatibility agreements being implemented (see TR 25-30 for guidance [although TR 25-30 refers to international standardization agreements, this term has been replaced by multinational force compatibility agreements]); pertinent policy, regulation, or law; or the relationship to other publications in a series. Most of the time, a Preface fits on one page. A Preface does not preview or begin the discussion contained in the publication, nor does it sell or market the publication. When copyrighted material is used, a Preface must include this statement: "This publication contains copyrighted material."

a. Begin a Preface with one short paragraph giving a succinct overview of the publication's desired effect and the scope of its content.

b. In the second paragraph, specify the intended audience. All ADPs, ADRPs, and FMs use the paragraph in figure I-1. Other publications should modify the second paragraph as appropriate.

c. In the third paragraph, use the exact legal statement in figure I-1 in all doctrinal publications. If appropriate to a publication's topic, give additional special considerations that apply, including specific policy, regulation, law, and multinational force compatibility agreements. Use extra paragraphs, if needed, but keep them brief. If the manual implements an multinational force compatibility agreement, place a statement to that effect between the legal statement and the terminology statement. Otherwise, omit the multinational force compatibility agreement statement.

d. Following the legal statement (or the multinational force compatibility agreement statement, if used), provide a paragraph about terminology. If the publication is not the

proponent for any terms, modify the paragraph shown in figure I-1 after the first two sentences: “For definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition. This publication is not the proponent for any Army terms.”

e. After the terminology paragraph, provide the applicability paragraph. Use the exact statement in figure I-1. The applicability statement is always the second to last paragraph of the Preface.

f. After the applicability statement, provide the proponenty statement. The proponenty statement is always the last paragraph of the Preface. Give proponenty and point of contact information. First, state the center of excellence or subordinate organization that is the designated proponent for the topic of the publication. Next, state the specific organization that writes the publication. For example, it might be a branch or school within a center of excellence. This is the preparing agency. After that, give the street and e-mail addresses to which you want comments sent. It can be either the proponent agency or the preparing agency. Use an enduring organizational address rather than an individual’s mailing address.

I-2. Example of preface. Figure I-1 is a sample Preface for an FM that implements an multinational force compatibility agreement but does not use any copyrighted material or require any acknowledgments. This sample FM is a proponent for Army terms.

FM X-XX provides [concisely state the publication’s general purpose and topic].

The principal audience for FM X-XX is all members of the profession of arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this publication.

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable United States, international, and in some cases host-nation laws and regulations. Commanders at all levels ensure that their Soldiers operate in accordance with the law of war and the rules of engagement. (See FM 27-10.)

FM X-XX implements STANAG XXXX.

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 italicized in the text and are marked with an asterisk (*) in the glossary. Terms and definitions for which FM X-XX is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

FM X-XX applies to the Active Army, Army National Guard/Army National Guard of the United States and United States Army Reserve unless otherwise stated.

The proponent of FM X-XX is the United States Army Combined Arms Center. The preparing agency is the Combined Arms Doctrine Directorate, United States Army Combined Arms Center. Send comments and recommendations on DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, United States Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-MCD (FM X-XX), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337; by e-mail to usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil; or submit an electronic DA Form 2028.

Figure I-1. Sample preface

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I-3. Description of Introduction. An Introduction sets the stage and provides essential information that readers need to understand the publication. Traditionally, introductions to doctrinal publications are optional. However, introductions are required in all doctrinal publications other than ADPs until the transition to ADPs, ADRPs, FMs, and ATPs have been completed. An Introduction should contain—

a. An expanded but concise discussion of the publication’s purpose and the scope of its content, which is consistent with the Preface.

(1) It may highlight major topics discussed in the publication but need not repeat the table of contents. Major topics are those in the main headings.

(2) This discussion provides the necessary background or context for understanding the major subjects discussed in the publication.

(3) This section may include a brief history of the evolution of a particular subject (such as the evolution of mission command doctrine), the relationship of the subject to unified land operations (such as mission command as one of the foundations of unified land operations), or the reasons for changing certain doctrinal principles or terminology (such as reasons why the Army no longer defines the term *command and control*).

(4) This section should bridge to a summary of changes.

b. A summary of significant changes from previous doctrine. This section summarizes major changes in significant doctrinal constructs. If not already discussed, it can summarize reasons for changes from past doctrine. Simply preview the publication’s doctrinal changes to orient readers—details are not needed. If bullets are used, only one level of bullets should suffice. Changes should be addressed in the same order that the topics appear in the publication (see figure I-2). Topics may include—

(1) New constructs.

(2) Major modifications to any doctrinal models or constructs.

(3) Doctrinal models or constructs no longer used.

(4) The movement of major doctrinal information to another publication.

c. A listing of new, modified, and rescinded terms and acronyms for which the publication is the proponent. (Publications that are not the proponent for Army terms do not require this section.) Every detail of every terminology change need not be given. Tables (see figure I-2) should orient readers to the changes.

(1) **New Army terms.** A new Army term is any new term approved for inclusion in ADRP 1-02.

ADRP 3-0 remains generally consistent with FM 3-0, Change 1, on key topics while adopting updated terminology and concepts as necessary. These topics include the discussion of an operational environment and the operational and mission variables, as well as the discussions of unified action, law of land warfare, and combat power. As in FM 3-0, Change 1, mission command remains both a philosophy of command and a warfighting function. Finally, ADRP 3-0 maintains combined arms as the application of arms that multiplies Army forces' effectiveness in all operations.

ADRP 3-0 contains four chapters:

- **Chapter 1** shortens the discussion of the operational environment found on FM 3-0, Change 1, and emphasizes military operations. The chapter then discusses unified action and joint operations as well as land operations. Finally, this chapter discusses law of land warfare and combined arms.
- **Chapter 2** discusses how commanders demonstrate the Army's new core competencies of combined arms maneuver and wide area security conducted through decisive action.
- **Chapter 3** discusses combat power and the warfighting functions used to generate combat power in support of unified land operations. As in FM 3-0, Change 1, chapter 3 discusses the eight elements of combat power. Lastly, it discusses how Army forces achieve combined arms through force tailoring, task organization, and mutual support.
- **Chapter 4** discusses the elements of operational art and the meaning of operational art to Army forces. It elaborates on commanders and staffs applying the elements of operational art to understand, visualize, and describe how to establish conditions to achieve a desired end state.

Based on current doctrinal changes, certain terms for which ADRP 3-0 is proponent have been added, rescinded, or modified for purposes of this publication. The glossary contains acronyms and defined terms. See introductory table-1, introductory table-2, and introductory table-3 for specific term changes.

Introductory table-1. New Army terms

<i>Term</i>	<i>Remarks</i>
deep area	New definition.
defensive task	Replaces defensive operations.

Introductory table-2. Rescinded Army terms

<i>Term</i>	<i>Remarks</i>
full spectrum operations	Rescinded.
intelligence, surveillance, and reconnaissance	Replaced by information collection.

Introductory table-3. Modified Army terms

<i>Term</i>	<i>Remarks</i>
approach	Retained based on common English usage. No longer formally defined.
assessment	Adopts the joint definition.
decisive operation	Modifies the definition.
METT-TC	Retained as an acronym. No longer a formally defined term.

Figure I-2. Sample introduction

(2) **Rescinded Army terms.** Rescinded Army terms are terms that will not be used in Army doctrine and are approved for removal from ADRP 1-02. These terms (words or phrases) will no longer be used anywhere in the text. Examples include *full spectrum operations* and *battle command*. (*Note.* Army terms that adopt a joint definition, such as *commander's intent*, or use

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common English meaning from the English dictionary are not considered rescinded terms—they are modified terms).

(3) **Modified Army terms.** A modified Army term is any term that is changed:

(a) The definition or phrasing of the term was modified. The modification is approved for inclusion in ADRP 1-02.

(b) The Army no longer formally defines the term but still uses it based on the joint definition. The Army definition will be removed from ADRP 1-02. The joint definition can appear in the Glossary.

(c) The Army no longer formally defines the term but still uses the word or phrase based on standard English. The term is removed from the Glossary.

(d) An acronym was previously defined as a term. The acronym is still used but will not have a formal definition (for example, METT-TC is no longer defined as a term or mnemonic, but it is listed as an acronym). The acronym appears in Section I of the Glossary.

(4) Proponents can use tables to summarize new, rescinded, and modified terms. A fourth table can list changes to acronyms, if needed.

I-4. Example of introduction. See figure I-2 on page 75 for a sample Introduction. This excerpt from ADRP 3-0 is provided to illustrate one way to apply the guidance in paragraph I-3.

Appendix J

Sample TRADOC Form 25-36-1-E

J-1. Description of TRADOC Form 25-36-1-E. TRADOC Form 25-36-1-E is a required checklist each proponent completes when submitting a publication. This checklist verifies that the proponent has written and formatted the publication according to doctrine standards. It is submitted to CADD with the DA Form 260. See also paragraph 4-5e.

J-2. Parts of TRADOC Form 25-36-1-E. The checklist consists of seven parts. Figure J-1 (on page 78) only illustrates the first page of TRADOC Form 25-36-1-E. 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. Please note figure J-1 uses the correct addresses for APD, USATSC, 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 nonconcurs 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 when verifying that those criteria are met. Figure J-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 not including a Microsoft Word document, this space is used to include the justification. Additionally, if the APD reviewer nonconcurs 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 subitem lists specific criteria the publication must meet.

TRADOC Regulation 25-36

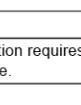
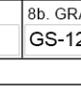
TRADOC Doctrine Publication Checklist				1. DATE (YYYYMMDD)	
For use of this form, see TRADOC Reg 25-36; the preparing agency is Combined Arms Center, Combined Arms Doctrine Directorate.					
PART I - COMPLETED BY ORIGINATING AGENCY					
2. TO: (include ZIP Code) Army Publishing Directorate 9351 Hall Road Ft Belvoir, VA 22060-5447 THRU: US Army Training Support Center 2114 Pershing Avenue, 2nd Floor Ft Eustis, VA 23604-5160 THRU: Director, US Army Combined Arms Doctrine Directorate ATTN: ATZL-MCD 300 McPherson Ave Ft Leavenworth, KS 66027-1300		3. FROM: (Originating Agency) Director, US Army Judge Advocate General's Legal Center and School (ALCS-CTR), 600 Massie Rd, Charlottesville, VA 22903-1781		5a. TYPE OF PUBLICATION <input type="checkbox"/> ADP <input type="checkbox"/> ADRP <input type="checkbox"/> STP <input type="checkbox"/> FM <input checked="" type="checkbox"/> ATP <input type="checkbox"/> TC <input type="checkbox"/> TM	
		4a. PERSON TO CONTACT Joe Sivilian	5b. NOMENCLATURE 1-23		
		4b. TELEPHONE NO. / DSN NO. 913-684-1234	5c. TITLE OF PUBLICATION Army Basics		
		4c. E-MAIL ADDRESS joseph.z.sivilian.civ@mail.mil			
PART II - AGENCY PREPARER					
6a. TYPED NAME OF AGENCY PREPARER Joe Sivilian		6b. GRADE GS-11	6c. SIGNATURE OF AGENCY PREPARER 	6d. DATE (YYYYMMDD) 20140514	
PART III - SIGNING AUTHORITY FOR SUBMISSION CHECKLIST					
7a. TYPED NAME OF SIGNING AUTHORITY Robert Boss		7b. GRADE GS-14	7c. SIGNATURE OF SIGNING AUTHORITY 	7d. DATE (YYYYMMDD) 20140514	
PART IV - APD REVIEWER					
8a. TYPED NAME OF APD REVIEWER John Smith		8b. GRADE GS-12	8c. SIGNATURE OF APD REVIEWER 	8d. DATE (YYYYMMDD) 20140522	
PART V - REVIEW					
9. DA FORM 260				9a. PREPARER (I certify that the following is checked and true.) JS	9b. APD <input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR
	9c. The supersession statement on the DA Form 260 matches the publication title page.			JS	
	9d. If the publication is new, a revision, a change, a special conversion, and so on, it is indicated correctly as such on the DA Form 260.			JS	
	9e. The publication's distribution restriction on the DA Form 260 matches the publication cover page and title page.			JS	
	9f. A Word file and PDF files are included. If not, why not?			JS	
	9g. If publication is to be printed, ALL the necessary fields in the printing specifications section are filled out.			JS	
10. WAIVERS	An APPROVED waiver is obtained from APD Director (and attached with the forwarded file) for any information/action included in the publication that may require an exception to policy.			10a. PREPARER (I certify that the following is checked and true.) JS	10b. APD <input type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR
	10c. Citing a command publication in the Army-wide publication.			JS	
	10d. Note: Any copyrighted, trademarked, and such material in the publication requires a copyright release document. All copyright information in this publication has a release.			JS	
11. FORMS				11a. PREPARER (I certify that the following is checked and true.) JS	11b. APD <input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR
	11c. Cited forms are CURRENT editions/versions.			JS	
	11d. All forms cited within the body of the publication are listed in the References.			JS	
	11e. All forms listed in the References are cited within the body of the publication.			JS	
	11f. All forms cited and listed within the body and References are easily accessible.			JS	
	11g. Titles of the forms in the text are included with their respective form number the first time they are used. The form number precedes the spelled out titles in this first use.			JS	
	11h. The illustrated form is created from the one received from APD.			JS	
	11i. Blank examples of forms are removed or filled in with "dummy data" and with the word "SAMPLE" stamped across them.			JS	
12. GRAPHICS				12a. PREPARER (I certify that the following is checked and true.) JS	12b. APD <input type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR
	12c. If the publication is to be printed in any size other than 8.5" x 11", ALL the pages contain crop marks.			JS	
	12d. Figures are in a recommended file type--TIF, GIF, JPG, or PNG--suitable for high resolution printing of images commonly used for photos.			JS	
	12e. The forwarded cover has space for bleed (.135" at the top, bottom, and on the right).			JS	

Figure J-1. Illustrated first page of TRADOC Form 25-36-1-E

Glossary

Section I

Acronyms and Abbreviations

AAP	allied administrative publication
ABCA	American, British, Canadian, Australian, and New Zealand
ADP	Army doctrine publication
ADRP	Army doctrine reference publication
ADTL	Army Doctrine and Training Literature
AJP	allied joint publication
AKO	Army Knowledge Online
AKO-S	Army Knowledge Online–SECRET Internet Protocol Router Network
ALSA	Air Land Sea Application
AP	allied publication
APD	Army Publishing Directorate
AR	Army regulation
ART	Army tactical task
ATP	Army techniques publication
ATTP	Army tactics, techniques, and procedures
AUTL	Army Universal Task List
CADD	Combined Arms Doctrine Directorate
CAR	Central Army Registry
CD&I	Combat Development and Integration
CDD	Capabilities Development Directorate
CG	commanding general
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
CNA	capabilities needs analysis
CP	career program
CSA	Chief of Staff, Army
CTD	Collective Training Directorate
DA	Department of the Army
DAMO-SSP	Department of the Army, G-3/5/7, Strategic Planning, Concepts, and Doctrine Division
DC	deputy commandant
DCS	deputy chief of staff
DD	Department of Defense (when referring to DD form)
DLMP	Doctrine Literature Master Plan
DOD	Department of Defense
DODD	Department of Defense directive
DODI	Department of Defense instruction
DRAG	doctrine review and approval group
DSN	Defense Switched Network
DVD	digital video disc
Encls	enclosures

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ETV	estimated time value
FAD	final approved draft
FD	final draft
FDO	foreign disclosure office
FEF	final electronic file
FM	field manual
FY	fiscal year
G-2	Deputy Chief of Staff, Intelligence
G-3	Deputy Chief of Staff, Operations
G-3/5/7	Deputy Chief of Staff, Operations, Plans, and Training
G-6	Deputy Chief of Staff, Command, Control, Communications, and Computers
G-8	Deputy Chief of Staff, Resource Management
HQ	headquarters
HQDA	Headquarters, Department of the Army
ID	initial draft
J-7	Joint Staff Directorate for Joint Force Development
JASC	joint action steering committee
JDEIS	Joint Doctrine, Education, and Training Electronic Information System
JP	joint publication
MIL-STD	military standard
MOA	memorandum of agreement
NATO	North Atlantic Treaty Organization
Pam	pamphlet
PD	program directive
POC	point of contact
POM	program objective memorandum
PRA	primary review authority
SME	subject matter expert
TC	training circular
TD2-QA	Training and Doctrine Development–Quality Assurance Management System
TM	technical manual
TR	TRADOC Regulation
TRA	technical review authority
TRADOC	United States Army Training and Doctrine Command
UJTL	Universal Joint Task List
U.S.	United States
USACAC	United States Army Combined Arms Center
USATSC	United States Army Training Support Center
VIS	visual information specialist

Section II

Terms

Army doctrine

Fundamental principles with supporting tactics, techniques, procedures, and terms and symbols by which the operating force and elements of the generating 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 generating force that directly supports operations guide their actions in support of national objectives.

Army doctrine reference publication

A Department of the Army publication that provides a more detailed explanation of the principles contained in the related Army doctrine publication.

Army tactics, techniques, and procedures

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

Army techniques publication

A departmental publication that contains techniques.

authentication

Authentication represents 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.

concept

A notion or statement of an idea—an expression of how something might be done.
(CJCSI 3010.02)

doctrine

Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application.

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doctrine proponent

An agency assigned responsibility under AR 5-22 or by CG, TRADOC for an area of doctrine and to which CG, TRADOC 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, Army doctrine reference 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, procedures, 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.”

International Standardization Agreement

See “multinational force compatibility agreement.”

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 5120.02)

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 that guides the employment of a joint force toward a common objective. (CJCSI 5120.02)

lead agent

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

multinational force compatibility agreement

An agreement between the U.S. Army/other Services and armies or other governmental agencies of an ally or potential coalition partner that specifically contributes to multinational force compatibility. Multinational force compatibility agreements include North Atlantic Treaty Organization standardization agreements and American, British, Canadian, and Australian, and New Zealand standards that document the acceptance of like or similar military equipment, ammunition, supplies, and stores or operational, logistic, and administrative procedures. Other multinational force compatibility agreements may be considered international agreements and are thus subject to the processing and reporting requirements of AR 550–51, AR 70–41, and DODD 5530.3. (AR 34-1)

multi-Service publication

A publication containing principles, terms, tactics, techniques, and procedures used and approved by the forces of two or more Services to perform a common military function consistent with approved joint doctrine. (CJCSM 5120.01)

preparing agency

Any agency designated by a proponent to develop and coordinate a doctrine publication for the proponent’s area of responsibility.

primary review authority

The organization, within the lead agent’s chain of command, that is assigned by the lead agent to perform the actions and coordination necessary to develop and maintain the assigned joint publication under the cognizance of the lead agent. (CJCSM 5120.01)

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 5120.01)

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 them 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.

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tactics

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

technical manual

A publication that is one of the two types listed in paragraph a or b:

a. Equipment technical manual. Publications that contain instructions for installation, operation, training and support of weapon systems, weapon system components, and support equipment. They include 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, World Wide Web, magnetic tape, disk (and other approved electronic devices), and hard copy.

b. General subject technical manual. A manual 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, 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 5120.01)

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.