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# Doctrine Update, 1-12

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The Combined Arms Center publishes the *Doctrine Update* periodically to highlight recent and upcoming changes to doctrine and to provide doctrine development policy guidance.

This *Doctrine Update* provides information on the Doctrine 2015 Strategy and supersedes the doctrine reengineering guidance described in the January 2009 *Doctrine Update*.

The Commanding General, U.S. Army Combined Arms Center, is the Army Doctrine Proponent. The preparing staff agency for *Doctrine Update* is the Combined Arms Doctrine Directorate (CADD), Mission Command Center of Excellence, U.S. Army Combined Arms Center. Comments and recommendations may be emailed to: [usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil](mailto:usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil); or mailed to Commander, U.S. Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-MCK-D (*Doctrine Update*, 1-12), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337. Points of contact for this update are Mr. Clinton J. Ancker III at [clinton.j.ancker2.civ@mail.mil](mailto:clinton.j.ancker2.civ@mail.mil), or LTC Ave Ruiz at [averill.ruiz.mil@mail.mil](mailto:averill.ruiz.mil@mail.mil).

For the Army Doctrine Proponent,

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## Doctrine 2015 Strategy Overview

In June 2011, The 37th Chief of Staff of the Army established the Mission Command Initiative that includes the Doctrine 2015 Strategy for recategorizing doctrinal publications, reducing their length and number, and enhancing collaboration and accessibility through technology. Doctrine 2015 will reduce doctrine development time and ensure doctrine catches up and keeps pace with Soldiers, leaders, and dynamic operational environments.

The Doctrine 2015 Strategy introduces new publication media. The new doctrinal publication categories are Army doctrine publications (ADPs), Army doctrine reference publications (ADRP), field manuals (FMs), and Army techniques publications (ATPs).

While FMs will be retained as a publication category, their content will change. The Army tactics, techniques, and procedures (ATTPs) established in 2009 will be phased out. The milWiki program, originally established for ATTPs, now will include ATPs. Doctrine 2015 includes new digital publishing media such as video books, podcasts, mobile applications, and collaboration through social networking. Figure 1 illustrates an overview of the Doctrine 2015 Strategy (the ADRPs illustrated in figure 1 are only examples).

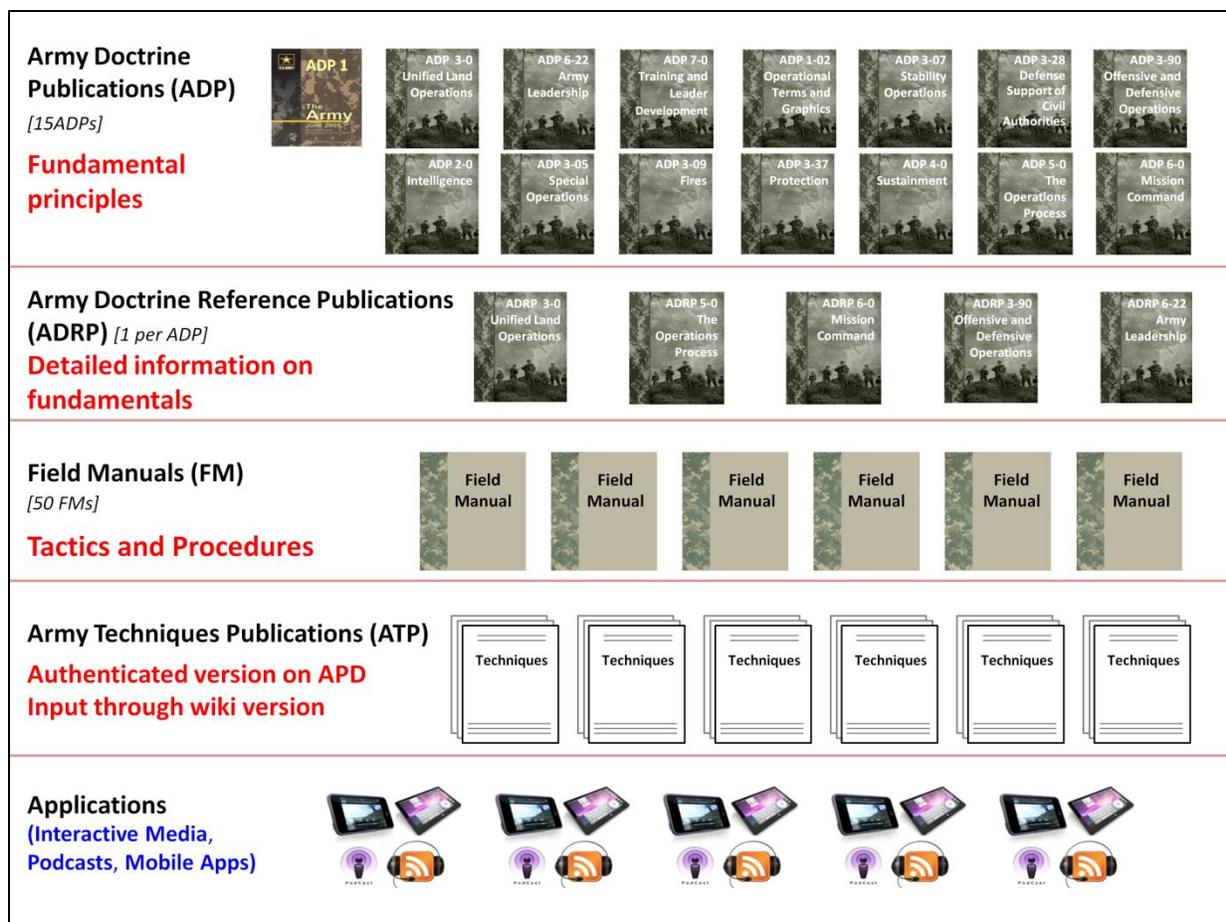


Figure 1. Doctrine 2015 Strategy overview

## Fifteen Army Doctrine Publications

Fifteen ADPs will contain the fundamental, enduring principles that guide the actions of Army forces and explain how those principles support national objectives. ADPs will provide, in very concise language, the intellectual underpinnings of Army operational doctrine. ADPs will be Department of the Army publications printed in a small (6-inch by 9-inch) format and limited to fewer than fifteen pages. They will also be available on Army Knowledge Online (AKO).

## Fourteen Army Doctrine Reference Publications

Fourteen ADRPs will elaborate on the fundamental doctrinal principles described in corresponding ADPs. They will not discuss specific tactics, techniques, or procedures. Every ADP—except ADP 1—will have a corresponding ADRP of the same name. ADRPs will be prepared in a traditional (8½-inch by 11-inch) template and in electronic formats for the Web (on AKO) and digital devices. In its traditional format, each ADRP will be no more than 100 pages.

## Fifty Field Manuals

Fifty FMs will describe doctrinal tactics and procedures—minus techniques—used by the Army to train for and conduct operations, consistent with the principles described in ADPs and ADRPs. FMs will present this knowledge using a streamlined approach that focuses on functions. FMs will not repeat information presented in ADRPs. FMs will be prepared in a traditional (8½-inch by 11-inch) template and electronic format for the Web (on AKO). In the traditional format, they will be limited to no more than 200 pages in the main body of the manual. Appendixes to FMs will contain procedures: prescriptive ways for performing tasks. Selected traditional FMs with content that is no longer considered doctrinal are being republished as training circulars and training manuals. Figure 2, page 4, illustrates Doctrine 2015's fifty FMs (note that some titles may be truncated to fit the image).

## Army Techniques Publications

An undetermined number of ATPs will discuss doctrinal techniques: nonprescriptive ways or methods for performing missions, functions, or tasks. ATPs will be Department of the Army publications, prepared in a traditional (8½-inch by 11-inch) template and electronic format for the Web (AKO). ATPs will not have a content length restriction but will be written concisely. They will not repeat information from other types of manuals. Organizations preparing doctrine will ensure their content aligns and integrates with the doctrine in ADPs, ADRPs, and FMs and avoids repetition. Each ATP will have a corresponding draft version on its collaborative milWiki site. The milWiki draft will allow direct and ongoing input from the field and accelerate the transfer of lessons learned into doctrine. The organization responsible for each ATP will obtain input through the milWiki, monitor contributions, determine the input to adopt into doctrine, and rapidly prepare revisions or changes to the authenticated publication.

## Doctrine 2015 and Unified Land Operations Briefings

More information about Doctrine 2015 and unified land operations is available at

<https://combinedarmscenter.army.mil/orgs/mccoe/cadd/Doctrine%202015%20Library/Forms/Document%20Management%20View.aspx>.

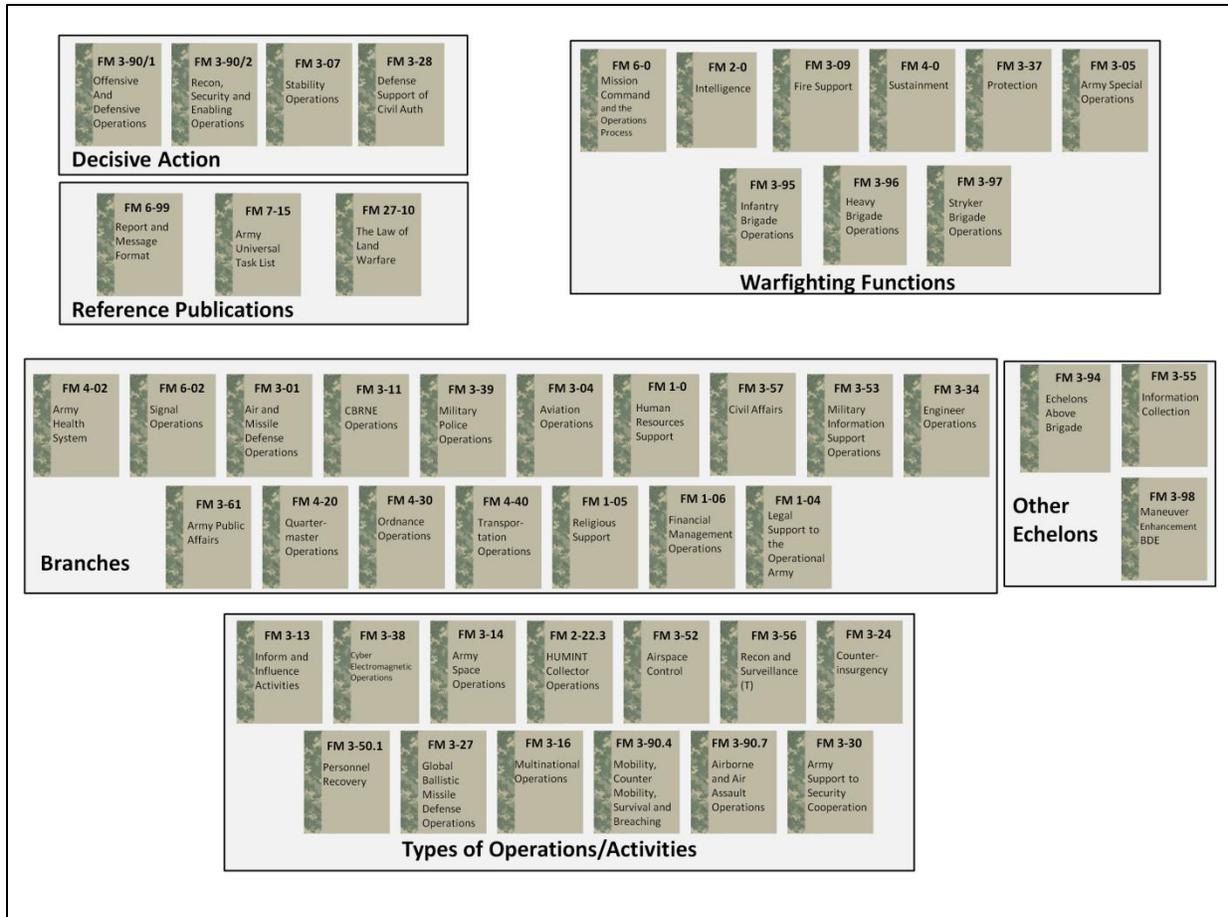
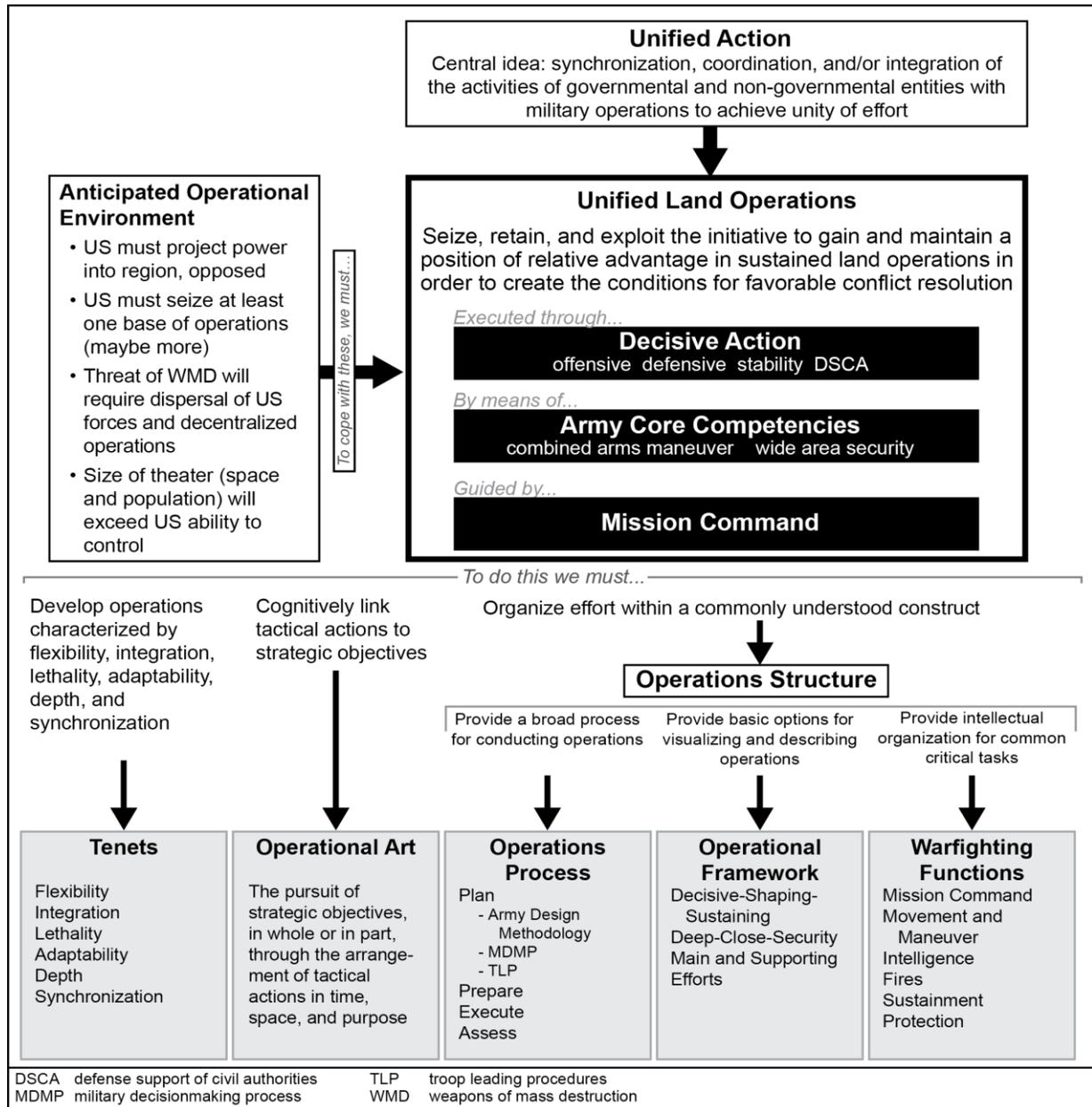


Figure 2. Overview of Doctrine 2015's fifty field manuals

### ADP 3-0: Unified Land Operations, 10 October 2011

ADP 3-0, *Unified Land Operations*, superseded FM 3-0. ADP 3-0 is the first publication under Doctrine 2015. It introduces the Army's new operational concept, unified land operations, which replaces the full spectrum operations operational concept. ADP 3-0 defines unified land operations as how the Army seizes, retains and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution.

In addition, ADP 3-0 briefly describes the strategic context within which Army forces expect to operate. It introduces the foundations of the operating concept and summarizes the tenets of Army operations. It describes the link between strategic aims and tactical actions (operational art) and a conceptual construct for organizing military effort (operations structure). Figure 3, page 5, illustrates the underlying logic of unified land operations.



**Figure 3. Unified land operations underlying logic**

The foundations of unified land operations are decisive action, the Army core competencies, and mission command. To seize, retain, and exploit the initiative, Army forces strike the enemy in times, places, or manners for which the enemy is not prepared. Army forces conduct decisive action through the simultaneous combination of offensive, defensive, stability, and defense support of civil authorities tasks appropriate to the mission and the operational environment. The Army core competencies—combined arms maneuver and wide area security—are the means for balancing combat power with tactical actions and tasks associated with conducting decisive action. Mission command is a philosophy of command and a warfighting function. The mission command philosophy of command refers to the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent. The mission command warfighting function develops and integrates activities enabling a commander to balance the art of command and the science of control. (ADP 6-0 will contain a concise description of the fundamental principles of mission command.)

The tenets of unified land operations are flexibility, integration, lethality, adaptability, depth, and synchronization. Operational art is the pursuit of strategic objectives through the arrangement of tactical actions in time, space, and purpose. The operations structure includes the operations process (planning, preparation, execution, and assessment), the operational framework (area of operations, area of interest, deep-close-security, decisive-shaping-sustaining, and main and supporting efforts), and the warfighting functions (mission command, movement and maneuver, intelligence, fires, sustainment, and protection).

## **FM 6-0, *Mission Command*, 9 October 2011**

In support of the Chief of Staff of the Army's Mission Command Initiative, FM 6-0, *Mission Command*, was published on 9 October 2011. This edition of FM 6-0 thoroughly explains the mission command philosophy of command and the mission command warfighting function. This updated manual institutionalizes the principles of mission command in doctrine to enable agile and adaptive leaders.

Having been under development for some time, FM 6-0 was published consistent with the 2011 change to FM 3-0 (and before ADP 3-0) to avoid delay and to retain continuity of mission command doctrine. The 2011 change to FM 3-0 replaced the Army term and definition of *command and control* with the term and definition of *mission command*. The command and control warfighting function became the mission command warfighting function. The mission command warfighting function consists of the mission command tasks and the mission command system. In FM 6-0, mission command system replaced mission command networks and systems (which had been established in the 2011 change to FM 3-0). The 2011 change to FM 3-0 rescinded the term *battle command*. (See the preface of the new FM 6-0 for a summary of new, modified, and rescinded Army terms from change 1 to FM 3-0 and FM 6-0.)

Under the Doctrine 2015 Strategy, ADP 6-0 and ADRP 6-0 will reorganize mission command doctrine and align the mission command principles with the doctrine recently published in ADP 3-0. By April 2012, ADP 6-0 will contain a concise explanation of the fundamental principles of mission command, and ADRP 6-0 will elaborate on those principles.

## **ATTP 5-0.1, *Commander and Staff Officer Guide*, 14 September 2011**

ATTP 5-0.1, *Commander and Staff Officer Guide* is a companion manual to the 2011 edition of FM 6-0. ATTP 5-0.1 reinforces the fundamentals of mission command and provides a single reference for its tactics, techniques, and procedures. New material includes a chapter on staff organization and the duties and responsibilities of the staff and updated formats and instructions for building effective plans and orders.

Under the Doctrine 2015 Strategy, tactics and procedures for the exercise of mission command will move from ATTP 5-0.1 to a new FM 6-0, *Mission Command and the Operations Process*. The projected publication date is October 2012. The techniques associated with mission command will be published in a series of ATPs.

## Other Recently Published Doctrinal Manuals

Recently published Army doctrinal manuals, along with ADP 3-0, are available at the official repository for authenticated Army doctrine: <[www.apd.army.mil](http://www.apd.army.mil)>.

Joint doctrine is available at <<http://www.dtic.mil/doctrine/doctrine/doctrine.htm>>.

## Doctrine Development Support Through MilBook

CADD offers informal support for organizations implementing this doctrine guidance through the Doctrine Development and Review Group in milBook. Authors and editors can ask questions and participate in discussions about Doctrine 2015, doctrine standards, and terminology. Join the Group at <<https://www.milsuite.mil/book/groups/doctrine-development-and-review>>.

## Significant Doctrine Being Prepared at Combined Arms Center

The following paragraphs highlight some of the doctrine under development at Combined Arms Center.

### *FM 3-90, Offensive and Defensive Tactics*

FM 3-90 is projected for publication by March 2012. It will become a joint Army FM and Marine Corps Warfighting Publication (MCWP 3-10). Its eighteen chapters and three appendixes will focus on the conduct of tactical offensive and defensive operations and their supporting tactical enabling operations. It will be organized into four parts:

- Part one will establish the context of the art and science of tactics and define common tactical concepts and graphic control measures.
- Part two will address offensive operations.
- Part three will address defensive operations.
- Part four will address tactical shaping operations not addressed in other field manuals. These include security operations, reconnaissance operations, troop movement, relief in place, passage of lines, encirclement operations, and vertical envelopment operations.

The appendixes will discuss doctrine for Army branches and tactical echelons, Army tactical mission tasks, an introduction to the Marine Corps.

For the Army, the 2012 edition of FM 3-90 will be replaced in the near future with four manuals: ADP 3-90, *Offensive and Defensive Tactics*; ADRP 3-90, *Offensive and Defensive Tactics*; and FM 3-90/MCWP 3-10, *Offensive and Defensive Tactics*, Volumes I and II. ADP 3-90 and ADRP 3-90 will be published before the end of 2012. FM 3-90/MCWP 3-10, Volumes I and II, are projected to be published before the end of 2013. As of this date, the Marine Corps has not concurred with the Army's Doctrine 2015 Strategy.

### *FM 3-52, Airspace Control*

FM 3-52 is being revised and reorganized under Doctrine 2015. The new FM 3-52 will focus on tactics and procedures for how Army forces exercise airspace control during operations. It will be consistent with the latest JP 3-52, *Joint Airspace Control*. The final draft of FM 3-52 will go out for Armywide staffing in January 2012, with a projected publication date of September 2012.

## FM 1-02, *Operational Terms and Graphics*

Under Doctrine 2015, FM 1-02/MCRP 5-12A will be redesigned into three complimentary products for use by the Army and the Marine Corps. ADP 1-02 will discuss how terms, acronyms and abbreviations, and symbols are developed and become part of Army doctrine. It will discuss pronency for these categories. The Army proponent for symbols is ADRP 1-02/MCRP 5-12A and the Army and Marine Corps terms, acronyms and abbreviations, and symbols database (to be created). These products serve as the Army and Marine Corps proponent for military symbols. However, within Department of Defense, MIL-STD 2525, *Common Warfighting Symbolology* (available at <[www.dsp.dla.mil](http://www.dsp.dla.mil)>) is the proponent for military symbols.

ADRP 1-02 will contain operational terms, acronyms and abbreviations, and symbols that have cross-branch application and apply to Army operations as a whole. It will describe the building process for creating symbols.

The Army and Marine Corps terms, acronyms and abbreviations, and symbols database will be a complete repository of all approved doctrinal terms, acronyms and abbreviations, and symbols. The database will be easily accessible to all users. It will include branch and functional area terms, acronyms and abbreviations, and symbols. The symbols portion of the database will include all the symbols in MIL-STD 2525 and NATO APP-6, *NATO Joint Military Symbolology*. It will include symbols for air, maritime, space, and land operations and their associated control measures. Additionally, the database will have sections showing rescinded terms, acronyms and abbreviations, and symbols.

## Terminology Discussion

This issue of *Doctrine Update* introduces a “terminology discussion” section that highlights new, obsolete, or easily misused terms and doctrinal constructs. This issue highlights certain changes that are a direct result of the publication of ADP 3-0, as well as some lingering issues from previous manuals.

The “range of military operations” replaces both “spectrum of conflict” and “operational themes” used in the superseded FM 3-0 and FM 3-0, Change 1. “Range of military operations” is the joint way of portraying the operational environment and a conflict continuum. “Spectrum of conflict” and “operational themes” should no longer be used. (These constructs are not formally defined terms.)

*Operational environment* replaces the term *battlespace*, which was frequently misused as a synonym for *area of operations*. *Battlespace* is obsolete and should not be used at all. Further, *operational environment* is not synonymous with *area of operations*. *Operational environment* does not refer to a piece of ground denoted by boundaries and assigned to a unit, nor does it refer to the security environment at large.

*Unified land operations* replaces *full spectrum operations* as the Army’s operating concept. *Decisive action* replaces *full spectrum operations* as the collective term for simultaneous offense, defense, stability and defense support of civil authorities. *Full spectrum operations* is obsolete and should be stricken from use. Whether authors use *unified land operations* or *decisive action* will depend on context and meaning.

*Defense support of civil authorities* (DSCA) replaces *civil support*, consistent with joint doctrine. This is a one-for-one replacement.

*Mission command* replaces the Army doctrinal term *command and control*. The former command and control warfighting function is now called the mission command warfighting function—not *command*

*and control* or C2. The function of *command* and the function of *control* are still valid, but not when combined into a single phrase or function. When discussing Army operations, *command and control* (including the shortened form C2) is an obsolete term.

The term *battle command* is rescinded. This obsolete term had several different definitions over the past two decades and often was misused as a synonym for *command and control*. The commander's role in the operations process (understand, visualize, describe, direct, lead and assess) remains in Army doctrine but is no longer referred to as *battle command*.

The Army does not conduct campaigns. Joint doctrine is very explicit on this: "Joint force headquarters plan and execute campaigns and major operations, while Service . . . components of the joint force conduct subordinate supporting and supported major operations, battles, and engagements, not independent campaigns" (JP 5-0, *Joint Operation Planning*, page II-22). Army plans that span a significant period are simply long-range plans—they are not campaigns.

In Army doctrine, the term *intelligence, surveillance, and reconnaissance* (ISR) is obsolete. Army doctrine will not use this term or acronym to describe Army operations. The individual components will be spelled out. Specifically, Army doctrine will use *reconnaissance and surveillance* to refer to the collection of information.

Finally, doctrine authors are encouraged to avoid using the latest catch phrase as an adjective to modify simple nouns. In the past three years, "full spectrum" appeared—incorrectly—to modify almost anything. Modifying nouns with trendy adjectives, such as full spectrum, decisive, full dimension, distributed, agile, and dominant, rarely adds meaning and often shortens the shelf life of otherwise good doctrine. Authors should strive to use concise, direct, and straightforward language. They should call things by their simple names and avoid lengthy or soon-to-be obsolete catch phrases that do not enhance meaning.