



Mission Command Center of Excellence
US Army Combined Arms Center
Fort Leavenworth, Kansas
16 December 2013

Doctrine Update 1-14

The United States Combined Arms Center publishes the *Doctrine Update* periodically to highlight recent and upcoming changes to doctrine and provide information related to doctrine use.

This *Doctrine Update* provides information on the overall Doctrine 2015 strategy. To maximize the understanding of the Doctrine 2015 strategy and the timelines of significant publications, disseminate this update to the lowest level.

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; or mailed to Commander, U.S. Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-MCD (*Doctrine Update*, 1-14), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337. POCs for this update are Mr. Clinton J. Ancker III at clinton.j.ancker2.civ@mail.mil and LTC Augustus Dawson at augustus.r.dawson.mil@mail.mil.

For the Army doctrine proponent,

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Contents

Army Publishing Directorate Notifications	2
Development Status of Field Manuals	2
Other Recent Publications.....	3
Publication Staffing Status.....	3
List of former FMs that are now TCs or TMs transitioned since 1 October 2013	4
Important Doctrinal Changes	4
Terminology Update	4
CADD Website	4

Use of the Term *Mission Command* 5
 Did You Know? (Adapted from Joint Doctrine Update 1 February 2013)..... 6

Army Publishing Directorate Notifications

To stay current on what the Army Publishing Directorate (APD) has published, subscribe to APD’s weekly update at: http://www.apd.army.mil/AdminPubs/new_subscribe.asp. This weekly e-mail lists all authenticated Army publications published in the last week and those publications that have been rescinded.

Development Status of Field Manuals

Listed below are the Doctrine 2015 FMs and their development status as of 03 December 2013:

FM 1-0	<i>Human Resources Support</i>	With CAC CG for signature
FM 1-04	<i>Legal Support to the Operational Army</i>	Published
FM 1-05	<i>Religious Support</i>	Published
FM 1-06	<i>Financial Management Operations</i>	Signature draft development
FM 2-0	<i>Intelligence Operations</i>	Signature draft development
FM 2-22.3*	<i>Human Intelligence Collector Operations</i>	Exempt from Doctrine 2015
FM 3-01	<i>Air and Missile Defense Operations</i>	Signature draft development
FM 3-04	<i>Aviation Operations</i>	Signature draft development
FM 3-05	<i>Army Special Operations</i>	Ready to go to APD
FM 3-07	<i>Stability Operations</i>	Signature draft development
FM 3-09	<i>Field Artillery Operations and Fire Support</i>	Signature draft development
FM 3-11*	<i>Multi-Service Doctrine for Chemical, Biological, Radiological, and Nuclear Operations</i>	Exempt from Doctrine 2015
FM 3-12	<i>Cyberspace Operations</i>	Initial draft development
FM 3-13	<i>Inform and Influence Activities</i>	Published
FM 3-14	<i>Army Space Operations</i>	Signature draft development
FM 3-16	<i>The Army Multinational Operations</i>	With CAC CG for signature
FM 3-18	<i>Special Forces Operations</i>	Final Draft Staffing
FM 3-22	<i>Army Support to Security Cooperation</i>	Published
FM 3-24	<i>Insurgencies and Countering Insurgencies</i>	Signature draft development
FM 3-27	<i>Army Global Ballistic Missile Defense Operations</i>	Signature draft development
FM 3-34	<i>Engineer Operations</i>	With CAC CG for signature
FM 3-38	<i>Cyber Electromagnetic Activities</i>	Ready to go to APD
FM 3-39	<i>Military Police Operations</i>	Published
FM 3-52	<i>Airspace Control</i>	Published
FM 3-53	<i>Military Information Support Operations</i>	Published
FM 3-55	<i>Information Collection</i>	Published
FM 3-57	<i>Civil Affairs</i>	At APD for publishing
FM 3-61	<i>Public Affairs Operations</i>	Signature draft development
FM 3-63	<i>Detainee Operations</i>	Signature draft development
FM 3-81	<i>Maneuver Enhancement Brigade</i>	Signature draft development
FM 3-90-1	<i>Offense and Defense Volume 1</i>	Change 1 published
FM 3-90-2	<i>Recon, Security and Tactical Enabling Tasks Volume 2</i>	Published
FM 3-94	<i>Division, Corps, and Theater Army Operations</i>	Signature draft development
FM 3-95*	<i>Infantry Brigade Operations</i>	Combined into FM 3-96
FM 3-96	<i>Brigade Combat Team Operations</i>	Initial draft development

FM 3-97*	<i>Stryker Brigade Combat Team Operations</i>	Combined into FM 3-96
FM 3-98	<i>Reconnaissance and Security Organizations</i>	Final draft development
FM 3-99	<i>Airborne and Air Assault Operations</i>	Signature draft development
FM 4-01	<i>Transportation</i>	CADD Review
FM 4-02	<i>Army Health System</i>	Published
FM 4-30	<i>Ordnance Operations</i>	Signature draft development
FM 4-40	<i>Quartermaster Operations</i>	Published
FM 4-95	<i>Logistics Operations</i>	Signature draft development
FM 5-02	<i>Operational Environment</i>	Initial draft development
FM 6-0	<i>Commander and Staff Organization and Operations</i>	Signature draft development
FM 6-02	<i>Signal Operations</i>	Signature draft development
FM 6-05	<i>Conventional Forces and Special Forces Integration</i>	Signature draft development
FM 6-27	<i>The Law of Land Warfare</i>	Final draft development
FM 7-15	<i>Army Universal Task List</i>	Published
FM 7-22	<i>Army Physical Readiness Training</i>	Published

* FM 2-22.3 and FM 3-11 are exempt from Doctrine 2015 timelines due to policy decisions.

Other Recent Publications

Recently published Army Techniques Publications (ATPs) include:

ATP 1-05.02	<i>Religious Support to Funerals and Memorial Ceremonies and Services Change 1</i>	12 November 2013
ATP 2-22.4	<i>Technical Intelligence</i>	4 November 2013
ATP 3-11.23	<i>Multi-Service Tactics, Techniques, and Procedures for Weapons of Mass Destruction Elimination Operations</i>	1 November 2013
ATP 3-11.36	<i>Multi-Service Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Aspects of Command and Control</i>	1 November 2013
ATP 3-57.80	<i>Civil-Military Engagement</i>	31 October 2013

All published Army doctrinal publications are available online at <https://armypubs.us.army.mil/>.

Recently published doctrinal joint publications (JPs) include:

JP 2-0	<i>Joint Intelligence</i>	22 October 2013
JP 3-11	<i>Operations in Chemical, Biological, Radiological, and Nuclear Environments</i>	4 October 2013
JP 3-17	<i>Air Mobility Operations</i>	30 September 2013
JP 4-0	<i>Joint Logistics</i>	16 October 2013

All published joint doctrinal publications are available online:

<http://www.dtic.mil/doctrine/doctrine/doctrine.htm>.

Publication Staffing Status

These publications that are currently undergoing external staffing:

ATP 2-22.2	<i>Counterintelligence (Program Directive)</i>	02 December 2013
ATP 2-22.6	<i>Signals Intelligence (Program Directive)</i>	02 December 2013

ATP 2-22.7	<i>Geospatial Intelligence</i> (Final Draft)	27 November 2013
ATP 2-22.33	<i>Operations and Source Validation</i> (Program Directive)	02 December 2013
ATP 2-22.82	<i>Biometrics-Enabled Intelligence</i> (Program Directive)	04 December 2013
ATP 2-91.8	<i>Techniques for Document and Media Exploitation</i> (Final Draft)	06 January 2014
ATP 2-91.9	<i>Intelligence Support to Cyber Electromagnetic Activities</i> (Program Directive)	25 November 2013
ATP 3-01.50	<i>Air Defense Airspace Management (ADAM) Techniques</i> (Program Directive)	25 November 2013
ATP 3-01.64	<i>Avenger Battalion Operations</i> (Program Directive)	25 November 2013
ATP 3-05.68	<i>Special Operations Noncombatant Evacuation Operations</i> (Initial Draft)	16 December 2013
ATP 3-21.71	<i>Mechanized Infantry Platoon and Squad (Bradley)</i> (Final Draft)	04 December 2013
ATP 3-39.10	<i>Police Operations</i> (Final Draft)	12 December 2013
ATP 4-02.85	<i>Multi-Service Tactics, Techniques, and Procedures for the Treatment of Chemical Agent Casualties and Conventional Chemical Injuries</i> (Initial Draft)	16 December 2013
ATP 4-13	<i>Army Expeditionary Intermodal Operations</i> (Final Draft)	26 November 2013
ATP 4-14	<i>Army Railway Center Operations</i> (Final Draft)	23 December 2013
ATP 4-46	<i>Contingency Fatality Operations</i> (Final Draft)	27 November 2013
ATP 6-02.70	<i>Techniques for Spectrum Management Operations</i> (Initial Draft)	25 November 2013
ATP 6.02.71	<i>Techniques for LandWarNet Network Operations</i> (Initial Draft)	25 November 2013
FM 3-14	<i>Space Operations</i> (Final Draft)	04 December 2013
FM 5-02	<i>Operational Environment</i> (Initial Draft)	20 December 2013

List of former FMs that are now TCs or TMs transitioned since 1 October 2013

Previous Title	New Title	Publication Date
FM 3-09.31	<i>Fire Support Training for the BCT Commander</i> (TC 3-09.31)	15 November 2013
FM 3-23.30	<i>Grenades and Pyrotechnic Signals</i> (TC 3-23.30)	22 November 2013
FM 3-25.25	<i>Map Reading and Navigation</i> (TC 3-25.26)	15 November 2013

Important Doctrinal Changes

FM 3-95 (*Infantry Brigade Operations*), FM 3-96 (*Armored Brigade Operations*), and FM 3-96 (*Stryker Brigade Operations*) will combine into a single manual: FM 3-96 (*Brigade Operations*).

Terminology Update

A complete quarterly list of new, revised, and rescinded terms is available at <https://www.milsuite.mil/book/docs/DOC-25269>. Since *Doctrine Update 4-13*, the following significant new terms have been added:

- confined space
- sensitive-site assessment
- site characterization

CADD Website

The CADD Website is located online at <http://usacac.army.mil/cac2/Doctrine.asp>. This Website contains video books and interactive media instruction guides. It also contains the doctrine comprehensive guide,

digital versions of current doctrine, doctrine updates, historical doctrine and access to the Joint Electronic Library.

Use of the Term *Mission Command*

In the past two years of reviewing doctrine, several trends have emerged concerning the use of the term *mission command*. While it is true that *mission command* replaced *command and control* as a function, it does not equate to a one-for-one replacement in written doctrine. The context of the sentence and the big idea the doctrine author is trying to convey should determine appropriate terms. (For further information regarding the implementation of the term *mission command*, please refer to the Doctrine Update 1-12 and the Doctrine Developer's Guide 4-13.) The doctrine community should keep the following in mind when determining which mission command related term to use:

- The term *command and control* is still relevant to any discussion pertaining to joint, multinational, and enemy forces.
- As a general rule, the term “exercise” is the preferred verb when discussing how commanders discharge their responsibilities in regard to mission command. Try to avoid using such terms as *conduct*, *employ*, and so on.
- There is no such thing as a mission command relationship. Army doctrine still uses *task organization* to describe the act of configuring an operating force to accomplish a particular mission. Commanders task-organize the force by establishing command and support relationships. (**Note:** Army command and support relationships are similar but not identical to joint command authorities and relationships. Differences stem from the way Army forces task-organize internally and the need for a system of support relationships among Army forces. See ADRP 5-0.)
- Mission command did not replace the term *battle command*. The term *battle command* was rescinded with the publication of change 1 to the 2008 version of FM 3-0. There is no direct replacement for battle command as a term. The big ideas behind battle command are captured in the commander task of driving “the operations process through understanding, visualizing, describing, directing, leading, and assessing” as described in ADP 6-0 and ADRP 6-0.
- Commanders need support to exercise mission command effectively. At every echelon of command, each commander establishes a mission command system—the arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment that enable commanders to conduct operations (ADP 6-0). The MCCOE has reviewed many documents that include a discussion of *mission command systems* when trying to describe the information system component of the mission command system. An *information system* consists of equipment that collect, process, store, display, and disseminate information. This includes computers—hardware and software—and communications, as well as policies and procedures for their use (ADP 6-0). Ensure you are using the correct wording. For more information regarding the information system component of the mission command system, refer to ADP 6-0 and ADRP 6-0.
- There still exist certain “programs of record” for which the terms *command and control*, *C2*, or *battle command* remain in respective titles. In these instances, doctrine does not direct replacement of the term *command and control* or *C2* with *mission command*.

Did You Know? (Adapted from Joint Doctrine Update 1 February 2013)

In joint doctrine, *mission command* does not replace the joint function: *command and control*. Mission command is discussed in JP 3-0 as decentralized execution based on mission-type orders. The command and control function is outlined in JP 1 and includes much more (for example, command relationships, tenets, subordinate functions, and so on) than mission command:

- End states are “attained” or “reached.”
- Objectives are “achieved.”
- Effects are “generated” or “created.”
- “Civil support” is an obsolete term. Use “defense support of civil authorities.”