



# Doctrine Developers’ Guidance, 2.2-16

This is a supplement to the twelfth edition of the *Doctrine Developers’ Guidance*. In addition to the quarterly *Doctrine Update*, the Combined Arms Doctrine Directorate (CADD) publishes periodic guidance to support the doctrine development community with implementation of doctrine. This newsletter contains items critical to the doctrine community’s ability to produce consistent, coherent, and integrated doctrine.

The United States Army Combined Arms Center (CAC) is the Army doctrine proponent. The preparing agency for *Doctrine Developers’ Guidance* is CADD, Mission Command Center of Excellence (CoE), CAC. Comments and recommendations may be mailed to Commander, U.S. Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-MCD (*Doctrine Developers’ Guidance, 2.2-16*), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337, or e-mailed to [usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil](mailto:usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil). 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 Mark Herold at [mark.e.herold.mil@mail.mil](mailto:mark.e.herold.mil@mail.mil).

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Director, Combined Arms Doctrine Directorate

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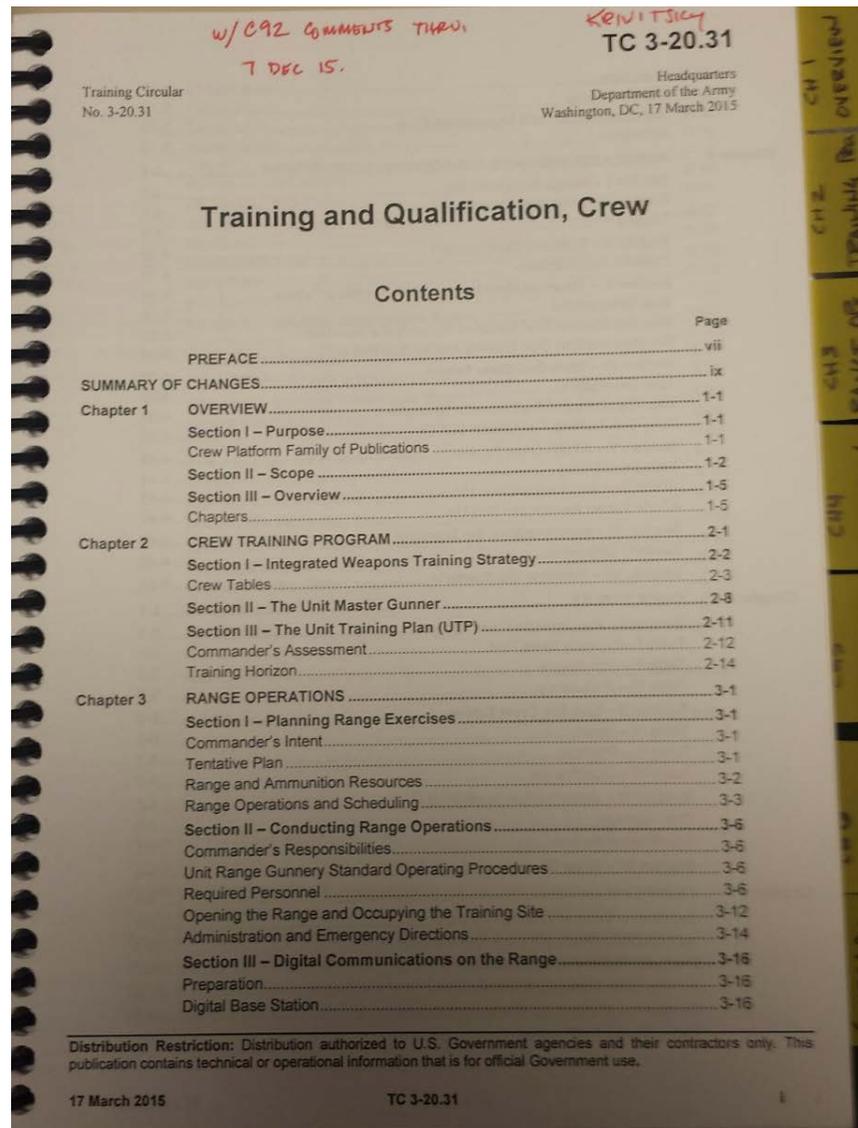
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## COMBINED ARMS CENTER DOCTRINE CONFERENCE

CADD will host the next Combined Arms Center Doctrine Conference from 23 – 25 August. It will be in building 1951 of the Mission Command Training Complex on Fort Leavenworth. CADD will determine the format and structure of the conference in the next few weeks. Please save the date and await further details.

## DISTRIBUTION RESTRICTIONS' FALSE SECURITY

Distribution restrictions on manuals protect information poorly. Recently another set of manuals became publicly available even though they are marked *Distribution Restricted*. The public Web site [www.myarmypublications.com](http://www.myarmypublications.com) lists many publications with distribution restrictions, to include one example of a final electronic file (FEF) that the Army Publishing Directorate has yet to authenticate (TC 3-22.9). This Web site also includes at least five recent (2013 up to 2015) U.S. Army special operations publications (ATPs and a TC) with distribution restrictions but available for less than \$20 dollars (see figure 1). This single Web site is only one example of a source for publications that proponents attempted to protect—many other Web sites exist.



**Figure 1. A scanned publication purchased at a commercial facility near Fort Benning**

A distribution restriction fails to protect information from disclosure. If proponents really believe the information should not fall into the hands of enemies and adversaries, then they should classify it. While not perfect, classified information is protected to a much higher degree restricted publications. If proponents have a concern for the lives of Soldiers, then they need to realize that distribution restrictions do not protect our men and women in uniform.

Recently a proponent asked CADD, “Can we copyright our material? .... to patent work done for the government?” Our legal advisor answered, “There is a statutory difference involved here. Patents and Trademarks are legally different from Copyrights as far as how government produced works are treated. There is a legislative proposal

coming out of Army War College and the Navy about changing the Copyright laws, but until that happens (and I don't think this really has much of a chance of passing), there is no copyright in works of the U.S. Government.... The government lost a court case a few years ago about distribution restricted materials and FOIA, so I agree that it is mostly useless to prevent re-publication. Proper classification is really the only enforceable method of controlling re-publication right now.”

Proponents who want to protect information from enemies and adversaries have two options. One, proponents can remove the information from the publication. Most information deemed to justify a distribution restriction is technical and often found in the appropriate technical manuals. Typically, technical manuals are not found as easily as doctrinal publications on the Web. Second, if the publication must include the information, proponents can create a classified annex to the publication.

Using distribution restrictions provides no real protection. If you are concerned for the lives of American Soldiers, do NOT use distribution restrictions.

### DOCTRINE SMART BOOK

For several years, CADD has been trying to figure out how to make doctrine more accessible. One successful venture has been the Doctrine Comprehensive Guide (DVD and, we hope, a Web version eventually). Another way is going to be an Army Doctrine Smart Book. The Fires Center of Excellence developed its Fires Doctrine Smart Book and demonstrated it at their recent *How the Army Fights* seminar.

CADD plans to take the Fires Center of Excellence idea a step further and create an Army Doctrine Smart Book. This will not be a true doctrine publication, but rather a CAC command publication—at least that is the current intent. Among other things, the Army Doctrine Smart Book is intended to contain a one-page summary of each ADP/ADRP set and each FM in the current inventory. First, each summary ideally contains the key takeaways for each ADP/ADRP set and FM that proponents want their readers to know. Second, each summary includes the publication's most important lists, definitions, and taxonomies in short bullet form. This is similar to the logic map for the current ADPs but with a little more detail. Lastly, each summary discusses the publication's applicable areas, principles, tenets, and functions (as defined in ADP 1-01). A summary for an ADP/ADRP set should be in a single page, not one for each document. Figures 2 and 3 illustrate sample summary pages. A PowerPoint slide attached to this update is the template for the format of the summary.

Once the contents are compiled, CADD will polish and provide the digits to anyone who wants them. The online version will include links to various publications.

Proponents are requested to provide any input by 1 July. CADD will consolidate the information, edit it, and staff a draft for all proponents to review and refine. This is not a tasking. CADD is asking for your support. If the format—in particular the cover of the manual—is problematic, just send CADD the content to format.

If you are the proponent for an ADP/ADRP or Doctrine 2015 FM, please take the time to provide the input requested and send it to [clinton.j.anker2.civ@mail.mil](mailto:clinton.j.anker2.civ@mail.mil).

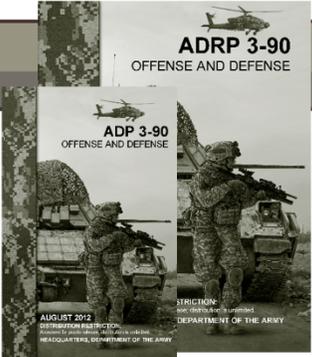
ADP/ADRP 3-90 Offense and Defense	
<p style="text-align: center;"><b>OFFENSE</b></p> <p><b>Characteristics</b></p> <ul style="list-style-type: none"> <li>• Audacity</li> <li>• Concentration</li> <li>• Surprise</li> <li>• Tempo</li> </ul> <p><b>Tasks</b></p> <ul style="list-style-type: none"> <li>• Movement to contact</li> <li>• Attack               <ul style="list-style-type: none"> <li>○ Ambush</li> <li>○ Counterattack</li> <li>○ Demonstration</li> <li>○ Feint</li> <li>○ Spoiling attack</li> <li>○ Raid</li> </ul> </li> <li>• Exploitation</li> <li>• Pursuit</li> </ul> <p><b>Forms of Maneuver</b></p> <ul style="list-style-type: none"> <li>• Envelopment</li> <li>• Flank attack</li> <li>• Frontal attack</li> <li>• Infiltration</li> <li>• Penetration</li> <li>• Turning movement</li> </ul> <p><b>Planning Considerations</b></p> <ul style="list-style-type: none"> <li>• Mission command               <ul style="list-style-type: none"> <li>○ The operations process</li> <li>○ Team development</li> </ul> </li> <li>• Movement and maneuver               <ul style="list-style-type: none"> <li>○ Combat formations</li> <li>○ Limited visibility conditions</li> <li>○ Soldier's load</li> <li>○ Assured mobility</li> <li>○ Mobility and countermobility</li> </ul> </li> <li>• Intelligence               <ul style="list-style-type: none"> <li>○ IPB process</li> </ul> </li> <li>• Fires               <ul style="list-style-type: none"> <li>○ Army indirect fires and joint fires</li> <li>○ Air and missile defense</li> </ul> </li> <li>• Sustainment               <ul style="list-style-type: none"> <li>○ Logistics</li> <li>○ Health service support</li> </ul> </li> <li>• Protection               <ul style="list-style-type: none"> <li>○ Survivability operations</li> </ul> </li> </ul>	<p style="text-align: center;"><b>DEFENSE</b></p> <p><b>Characteristics</b></p> <ul style="list-style-type: none"> <li>• Disruption</li> <li>• Flexibility</li> <li>• Maneuver</li> <li>• Mass and concentration</li> <li>• Operations in depth</li> <li>• Preparation</li> <li>• Security</li> </ul> <p><b>Tasks</b></p> <ul style="list-style-type: none"> <li>• Area defense</li> <li>• Mobile Defense</li> <li>• Retrograde               <ul style="list-style-type: none"> <li>○ Delay</li> <li>○ Withdrawal</li> <li>○ Retirement</li> </ul> </li> </ul> <p><b>Forms of the Defense</b></p> <ul style="list-style-type: none"> <li>• Defense of a linear obstacle</li> <li>• Perimeter defense</li> <li>• Reverse slope defense</li> </ul> <p><b>Planning Considerations</b></p> <ul style="list-style-type: none"> <li>• Mission command               <ul style="list-style-type: none"> <li>○ The operations process</li> <li>○ Team development</li> </ul> </li> <li>• Movement and maneuver               <ul style="list-style-type: none"> <li>○ Exploit the advantages of terrain</li> <li>○ Maintain security</li> <li>○ Disrupt enemy attack</li> <li>○ Mass effects of combat power</li> <li>○ Ensure mutual support</li> <li>○ Mobility and countermobility</li> <li>○ Enemy airborne and air assault</li> <li>○ Smoke and obscuration</li> <li>○ Limited visibility adjustments</li> </ul> </li> <li>• Intelligence               <ul style="list-style-type: none"> <li>○ IPB process</li> </ul> </li> <li>• Fires               <ul style="list-style-type: none"> <li>○ Army indirect fires and joint fires</li> <li>○ Air and missile defense</li> </ul> </li> <li>• Sustainment               <ul style="list-style-type: none"> <li>○ Logistics (classes V and IV, prepositioning of supplies)</li> <li>○ Health service support</li> </ul> </li> <li>• Protection               <ul style="list-style-type: none"> <li>○ Area security, antiterrorism, and physical security</li> <li>○ Safety</li> <li>○ Survivability operations</li> <li>○ CBRN defense</li> </ul> </li> </ul>
	
<p style="text-align: center;">ADP/ADRP 3-90 are guides for action on conducting offensive and defensive operations.</p> <p style="text-align: center;">Army forces use offensive operations to seize, retain, and exploit the initiative.</p> <p style="text-align: center;">Army forces use defensive operations to create conditions for a counter-offensive, deny a vital area, attrit or fix the enemy, respond to a surprise attack, or to increase the enemy's vulnerability.</p>	
<p>August 2012</p> <p><a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp3_90.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp3_90.pdf</a> and <a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp3_90.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp3_90.pdf</a></p>	

Figure 2. Sample ADRP summary

## FM 3-07

### Stability

**FM 3-07**  
STABILITY

JUNE 2014  
DISTRIBUTION RESTRICTION:  
Approved for public release; distribution is unlimited.  
HEADQUARTERS, DEPARTMENT OF THE ARMY

**Stability Tasks in Military Operations**

- Establish civil security
- Establish civil control
- Restore essential services
- Support to governance
- Support to economic and infrastructure development

**Considerations for Transitions**

- **Overall Transition Principles**
  - *Reconciliation*
  - *Transparency*
  - *Patience*
- **Transition Phases**
  - *Transition Phase 1 – Repair and (Re)Establish Systems*
  - *Transition Phase 2 – Normalize Systems*
  - *Transition Phase 3 – Transfer and Exit*

**Considerations to Achieve Unity of Effort**

- **Whole-of-Government Approach**
  - *Interagency coordination*
  - *Types of funding*
  - *The rule of law and criminal justice reform*
  - *United States Agency for International Development (USAID) principles for reconstruction and development*
- **Comprehensive Approach**
  - *Coordination with other partners*
  - *Multinational operations*
  - *Building partner capacity*
  - *Civil affairs in operations*
  - *Working with nongovernmental humanitarian organizations*

**Stability Assessment Frameworks**

- **District Stability Framework**
  - *Situational awareness*
  - *Analysis*
  - *Design*
  - *Monitoring and evaluation*
- **Interagency Conflict Assessment Framework**
  - *Evaluate the context of the conflict*
  - *Understand core grievances and sources of social and institutional resilience*
  - *Identify drivers of conflict and mitigating factors*
  - *Describe opportunities for increasing or decreasing conflict*

FM 3-07 provides tactical guidance on the conduct of operations focused on stability, and addresses employment of forces in the conduct of operations focused on stability.

Stability ultimately aims to establish conditions the local populace regards as legitimate, acceptable, and predictable.

Stabilization is a process in which personnel identify and mitigate underlying sources of instability to establish the conditions for long-term stability.

JUNE 2014

[http://armypubs.army.mil/doctrine/DR\\_pubs/dr\\_a/pdf/fm3\\_07.pdf](http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm3_07.pdf)

Figure 3. Sample ADP summary