



# Doctrine Developers’ Guidance, 2-20

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This is the 18th edition of the *Doctrine Developers’ Guidance*. In addition to the *Doctrine Newsletter*, 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, CAC. Comments and recommendations may be mailed to Commander, U.S. Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-MCD (*Doctrine Developers’ Guidance*, 2-20), 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).

For the Army doctrine proponent,

COL RICHARD D. CREED JR  
 Director, Combined Arms Doctrine Directorate

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## ARMY DOCUMENT MANAGEMENT TOOL (ADMT) UPDATE

The ADMT is a comprehensive, web-based capability built on Adobe Experience Manager (AEM) software, residing on the TRADOC cloud enterprise, which will manage publications throughout the staffing process. System administrators will upload Microsoft Word documents and publish them behind CAC-enabled security for the doctrine community to comment and review.

Sub-contractor failure to configure AEM capabilities properly caused delays to field-testing and implementation last year. The ADMT contractor refunded money for not meeting the agreed-to standards, made corrections, and continues work with Adobe to develop the AEM platform to meet our requirements. Under the adjusted timeline, CADD system testing occurs from 26 May to 8 June and the pilot test occurs from 8 June to 6 July. The pilot test will use an initial draft publication to test the automated process. The result of the tests will inform the remainder of the fielding timeline across the COEs.

## ADP AND FM APPROVAL PROCESS

Per TRADOC Regulation 25-36 (*The TRADOC Doctrine Publication Program*), paragraph 2-3b(4), the CAC CG is the approval authority for all Army doctrine publications (ADPs) and field manuals (FMs), except those retained by the CSA or delegated for approval to non-TRADOC proponents. Once proponents have adjudicated all comments—to include resolving critical and major comments—they prepare the FEF and submit it to CADD, along with an email from the Commandant or COE Commander that says they have reviewed and approve the publication. Commandants and COE Commanders may choose to send the email directly to the CAC CG and courtesy copy the CADD Director. In either case, the CADD reviewer checks the document per the TRADOC Form 25-36-1-E (*United States Army Training and Doctrine Command Doctrine Publication Checklist*). Once the CADD reviewer accepts the publication, the reviewer submits the publication to the CADD director for review. When director is satisfied with publication, CADD submits publication to the CAC CG for approval both electronically and hard copy with the printed Commandant or COE Commander endorsement. CADD endeavors to facilitate rapid CG approval on the first attempt, which occurs more often than not when there is robust dialogue between the proponent and CADD during the staffing and revision process.

## TRADOC REGULATIONS FOR DOCTRINE

Currently TRADOC Regulation 25-30 (*Preparation, Production, and Processing of Armywide Doctrinal and Training Literature (ADTL)*), TRADOC Pamphlet 25-40 (*Publishing Program Procedures for Army Doctrinal and Training Publications*), TRADOC Regulation 25-36, and the TRADOC Form 25-36-1-E are all under revision. ATSC submitted TRADOC Regulation 25-30 for approval in 2019. The approval authority required dividing it into a regulation and a pamphlet, and so ATSC and CADD drafted TRADOC Pam 25-40 to address the instructions and guidance for preparing training and doctrine publications. TRADOC Reg 25-36 will be revised to be congruent with the changed material in TRADOC Reg 25-30. CADD and ATSC will submit the four items together for approval in the near future.

## NEW JOINT PUBLICATIONS

Since August 2019, the joint doctrine community has published two publications in addition to updating the *DOD Dictionary of Military and Associated Terms*. These publications are proponents for many joint terms:

- JP 3-31, *Joint Land Operations*.
- JP 3-40, *Joint Countering Weapons of Mass Destruction*.
- JDN 2-19, *Strategy*.

Ensure that Army doctrine publication content aligns with the most recent joint doctrine and that glossaries use current terms. See <https://jdeis.js.mil/jdeis/index.jsp?pindex=2> for joint publications.

## NEW DEPARTMENT OF DEFENSE TERMS

Since August 2019, the joint doctrine community has added, modified, or rescinded the following terms.

**Army corps.** An echelon of command and tactical formations that employs divisions, multifunctional brigades, and functional brigades to achieve objectives on land. (JP 3-31)

**Army support area.** At all echelons, an area designated to facilitate the positioning, employment, and protection of sustainment assets and where the majority of sustaining operations occur. (JP 3-31)

**chemical, biological, radiological, and nuclear response.** In countering weapons of mass destruction, the activities to attribute responsibility for an event, minimize effects, sustain operations, and support follow on actions. (JP 3-40)

**consolidation area.** The portion of the land commander's operational area that may be designated to facilitate freedom of action, consolidate gains, and set conditions to transition to follow on forces or other legitimate authorities. (JP 3-31)

**field army.** An echelon of command that employs multiple corps, divisions, multifunctional brigades, and functional brigades to achieve objectives on land. (JP 3-31)

**joint force land component commander.** The commander within a unified command, subordinate unified command, or joint task force responsible to the establishing commander for recommending the proper employment of assigned, attached, and/or made available for tasking land forces; planning and coordinating land operations; or accomplishing such operational missions as may be assigned. (JP 3-31)

**joint land operations.** Land operations performed across the range of military operations with land forces made available by Service components in support of the joint force commander's operation or campaign objectives or in support of other components of the joint force. (JP 3-31)

**joint land operations plan.** A joint force land component commander's plan for a connected series of joint land operations to achieve objectives within a given time and operational area. (JP 3-31)

**military occupation.** A condition in which territory is under the effective control of a foreign armed force. (JP 3-31.)

**pathway defeat.** Activities to dissuade, deter, delay, disrupt, destroy, deny, and assure to complicate conceptualization, development, production, and proliferation of weapons of mass destruction. (JP 3-40)

**sensitive site.** A geographically limited area that contains, but is not limited to, adversary information systems, war crimes sites, critical government facilities, and areas suspected of containing high-value targets. (JP 3-31)

**theater army.** An echelon of command designated as the Army Service component command responsible for recommendations of allocation and employment of Army forces to the geographic combatant commander. (JP 3-31)

**weapons of mass destruction.** Chemical, biological, radiological, or nuclear weapons capable of a high order of destruction or causing mass casualties, excluding the means of transporting or propelling the weapon where such means is a separable and divisible part from the weapon. (JP 3-40)

**weapons of mass destruction defeat.** Activities designed to control, defeat, disable, and dispose of extant weapons of mass destruction and the ability to stockpile, transfer, or employ weapons of mass destruction. (JP 3-40)

**weapons of mass destruction proliferation.** Approved for removal from DOD Dictionary.

## NEW ARMY PUBLICATIONS

Since August 2019, the Army doctrine community has published several publications in addition to updating the *Army Dictionary* online. These publications are proponents for many defined Army terms:

- FM 1-02.1, *Operational Terms*.
- FM 3-14, *Army Space Operations*.
- FM 3-63, *Detainee Operations*.
- FM 4-0, *Sustainment Operations*.
- FM 6-02, *Signal Support to Operations*.
- FM 6-27, *The Commander's Handbook on the Law of Land Warfare*.
- ATP 1-05.05, *Religious Support and Casualty Care*.
- ATP 2-22.9, *Open-Source Intelligence*.
- ATP 2-33.4, *Intelligence Analysis*.
- ATP 3-09.32, *Multi-Service Tactics, Techniques, and Procedures for Joint Application of Firepower (JFIRE)*.
- ATP 3-20.98, *Scout Platoon*.
- ATP 3-21.51, *Subterranean Operations*.
- ATP 3-21.90, *Tactical Employment of Mortars*.
- ATP 3-27.3, *Ground-Based Midcourse Defense Operations*.
- ATP 3-37.15, *Foreign Security Force Threats*.
- ATP 3-50.3, *Multi-Service Tactics, Techniques, and Procedures for Survival, Evasion, and Recovery*.
- ATP 3-52.4, *Multi-Service Tactics, Techniques, and Procedures for Air Control Communication (ACC)*.
- ATP 3-55.3, *Multi-Service Tactics, Techniques, and Procedures for Intelligence, Surveillance, and Reconnaissance Optimization*.
- ATP 3-55.6, *Multi-Service Tactics, Techniques, and Procedures for Air-To-Surface Radar System Employment*.
- ATP 4-02.55, *Army Health System Support Planning*.
- ATP 4-02.84, *Multi-Service Tactics, Techniques, and Procedures for Treatment of Biological Warfare Agent Casualties*.
- ATP 4-32.2, *Multi-Service Tactics, Techniques, and Procedures for Explosive Ordnance (EO)*.
- ATP 5-0.3, *Multi-Service Tactics, Techniques, and Procedures for Operation Assessment*.

- ATP 6-02.45, *Techniques for Tactical Signal Support to Theater Operations*.
- ATP 6-02.53, *Techniques for Tactical Radio Operations*.
- ATP 6-02.60, *Tactical Networking Techniques for Corps and Below*.
- ATP 6-02.70, *Techniques for Spectrum Management Operations*.

Ensure that Army doctrine publication content aligns with the most recent Army doctrine and that glossaries use current terms. See <https://armypubs.army.mil/> for Army publications.

## NEW ARMY DOCTRINE TERMS

Since August 2019, the Army doctrine community has added, modified, or rescinded the following terms.

**network transport.** The processes, equipment, and transmission media that provide connectivity and move data between networking devices and facilities. (FM 6-02)

**distinction.** The law of armed conflict principle that obliges parties to a conflict to distinguish between combatants and the civilian population and to distinguish between military objectives and protected property and places. (FM 6-27)

**environmental modification technique.** Any method of warfare for changing—through the deliberate manipulation of natural processes—the dynamics, composition, or structure of the Earth (to include its biota, lithosphere, hydrosphere, and atmosphere) or outer space. (FM 6-27)

**general license.** A document that generally or partially relaxes the exercise of the rights of war in regards to trade in relation to any community or individuals liable to be affected by their operation. (FM 6-27)

**honor.** The law of armed conflict principle that demands a certain amount of fairness in offense and defense and a certain mutual respect between opposing forces. Also called chivalry. (FM 6-27)

**humanity.** The law of armed conflict principle that forbids inflicting suffering, injury, or destruction unnecessary to accomplish a legitimate military purpose. Also called unnecessary suffering or superfluous injury. (FM 6-27)

**international armed conflict.** Any declared war between States, or to any other armed conflict between States, even if the state of war is not recognized by one of them. (FM 6-27)

**jus ad bellum.** That part of international law that regulates the circumstances in which States may resort to the use of force in international relations. (FM 6-27)

**jus in bello.** That part of international law relating to the conduct of hostilities and the protection of war victims, from combatants who are wounded and out of combat, to prisoners of war and civilians. (FM 6-27)

**levée en masse.** Inhabitants of a non-occupied territory who, upon approach of the enemy, spontaneously take up arms to resist the invading forces, with no time to form into regular armed units, provided that they carry their arms openly and respect the laws and customs of war. (FM 6-27)

**managed attribution.** The use of hardware, software, and techniques to obscure user interest in information that is available through the internet. (ATP 2-22.9)

**military necessity.** The principle that justifies the use of all measures needed to defeat the enemy as quickly and efficiently as possible that are not forbidden by the law of armed conflict. (FM 6-27)

**military objective.** Certain persons and objects during hostilities which, by their nature, location, purpose, or use, makes an effective contribution to military action and whose total or partial destruction, capture, or neutralization, in the circumstances ruling at the time, offers a definite military advantage. (FM 6-27)

**military passport.** A document issued by order of a commander of belligerent forces that authorizes a person or persons named therein and residing or sojourning within territory occupied by such forces to travel unmolested within the territory, with or without permission to pass, or to pass and return, by designated routes, through the lines, subject to conditions or limitations imposed by the commander. (FM 6-27)

**non-international armed conflict.** An armed conflict not between States, such as a conflict between a State and a non-State armed group or a conflict between two non-State armed groups. (FM 6-27)

**opinio juris.** A statement of customary international law resulting from a general and consistent practice of States followed from a sense of legal obligation. (FM 6-27)

**parlementaire.** Agents or envoys employed by commanders in the field to go in person within the enemy lines for the purpose of communicating or negotiating openly and directly with the enemy commander. (FM 6-27)

**proportionality.** The law of armed conflict principle requiring combatants to refrain from attacks in which the expected loss of civilian life, injury to civilians, and damage to civilian objects would be excessive in relation to the concrete and direct military advantage expected to be gained. (FM 6-27)

**protecting power.** A neutral or non-belligerent State having a humanitarian role in armed conflict. (FM 6-27)

**regional hub node.** The gateway transport node for the Warfighter Information Network-Tactical, and the transport medium for theater-based network service centers. (ATP 6-02.60)

**reprisal.** Acts that are otherwise not permitted by law of armed conflict in order to persuade a party to the conflict to cease violating law of armed conflict. (FM 6-27)

**safe-conduct pass.** A document issued by a commander of belligerent forces, but to persons residing or traveling outside territory occupied by such forces, to enter and remain within or pass through areas occupied by such forces. (FM 6-27)

**special license.** A document that allows individuals to take a particular voyage or journey to import or export particular goods. (FM 6-27)

**suspension of arms.** A form of local armistice concluded between commanders of military forces for some local military purpose, such as to recover and bury the dead, to collect and care for the wounded and sick, to arrange for exchange of prisoners, or to enable a commander to communicate with his or her government or superior. (FM 6-27)

**unprivileged belligerent.** A person who, by engaging in hostilities, has incurred the corresponding liabilities of combatant status (for example, being subject to attack or detention), but who is not entitled to the distinct privileges of combatant status (for example, combatant immunity and POW status upon capture). (FM 6-27)

## DOCTRINE DEVELOPERS' COURSE

The Army Logistics University hosts the Doctrine Developers' Course. Potential students need their training coordinator or quota resource manager to enroll them. The School Code is 907. The course number is 9E-F93/920-F86. Go to the ATRRS at <https://www.atrrs.army.mil/atrrscc/courseInfo.aspx?fy=2020&sch=907&crs=9E-F93%2f920-F86&crstitle=DOCTRINE+DEVELOPERS&phase=>. These dates or the way we administer the course may change due to COVID 19 considerations. Additionally, Fort Leavenworth is hosting mobile training team (MTT) in October. The full week of instruction covers—

- Defining doctrine.
- Understanding fundamentals of doctrine.
- Developing doctrine.
- Writing doctrine.
- Using the templates.
- Publishing doctrine.
- Completing the checklist.
- Developing joint and multinational doctrine.
- Understanding FOUO and classifications of doctrine.
- Creating new terms and symbols.

## FALL 2020 DOCTRINE DEVELOPERS' FORUM

CADD will host the 2020 Doctrine Developers' Forum 27–30 October 2020. Based on the positive comments concerning the venue, we will use Marshall Auditorium again in the Lewis and Clark Building. Additionally, CADD has reserved classrooms for some breakout sessions. Each organization attending will have the opportunity to present a brief. Additional topics to be determined. Please email any topic recommendations to [usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil](mailto:usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil) with the subject title "Doctrine Developers' Forum 2020 topic recommendations."

## DOCTRINE DEVELOPERS' FORUM 2019 MINUTES

The 2019 Doctrine Developers' Forum occurred in January at Fort Leavenworth. Doctrine proponents learned the successes of the past year, the challenges unfolding, and the goals for the upcoming years. Interested in more details? The CADD AKO website has the presenters' slides at <https://www.us.army.mil/content/armyako/en/mycommunities/Home/groups/TRADOC/Groups/CAC/Groups/CAD/D/Files.html>.