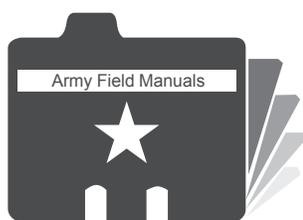


# “HOW-TO” in Army Doctrine

BY RICH BURKS & KEN LOUDNER



Army doctrine is going through a much needed restructuring at the direction of GEN Martin E. Dempsey, Commanding General, U.S. Training and Doctrine Command. The objective of this effort is to clean up the current body of field manuals (FM), make doctrine development more timely, and the doctrine material more accessible to the user. The ultimate goal is to manage doctrine more effectively with the needs of the warfighter in mind.

There is a vast body of knowledge that currently exists on how the Army conducts operations. The restructuring effort redefines doctrinal boundaries and cleans up practices that have begun to dilute “doctrine” thereby enabling developers to move in a more responsive and positive direction. The “house-cleaning” that is ongoing includes the elimination of those manuals that are no longer needed, those that are not about operations, as well as the consolidation of many manuals, and the conversion of many FMs to Training Circulars (TCs), Technical Manuals (TMs) and a new product called the Army Tactics, Techniques and Procedures manuals (ATTP). Keeping the warfighter in mind, this effort will also place electronic manuals in the hands of the user and enable the user to make on the spot corrections (edits) based on real time operations.

## Where Doctrine is Headed

To manage FMs more effectively the number of doctrine manuals that contain the basic fundamentals is being reduced to a more convenient level to enable keeping them current within the available doctrine resources. There are two key elements to this task – reduction in the number of manuals and reduction in the size of the manuals (goal 200 pages or less). Both will make it easier to write and keep doctrine up to date. But, to achieve this, both elements need to be ruthlessly enforced. TRADOC’s goal is to reduce the number of FMs in order to focus on critical combined arms publications and to reduce the size of FMs to facilitate ease of use, ease of maintenance and clarity



GEN Martin E. Dempsey, Commanding General, U.S. Training and Doctrine Command *Photo by Pat Buffet*

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[Return Top](#)

[Home](#)

[Administrative](#)

[Technical and Equipment](#)

**[Doctrine and Training](#)**

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[Browse ePubs](#)

[POC - ePubs](#)

[Engineering](#)

[Medical](#)

[EForms](#)

[Ordering System](#)

[ATTP Wiki](#)

[AKO Login via CAC](#)

[FAQS](#)

## Doctrine and Training Publications

FMs, MTPs, STPs, TCs & TMs (except engineering & medical).

For the Army Tactics, Techniques, and Procedures Pilot Program click [here](#).

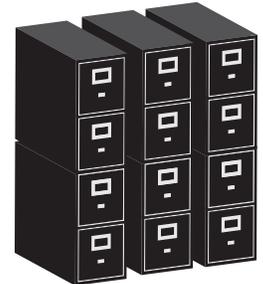
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FM 1-04	4/15/2009	LEGAL SUPPORT TO THE OPERATIONAL ARMY	<a href="#">PDF</a>
FM 1-05	4/18/2003	RELIGIOUS SUPPORT	<a href="#">PDF</a>

### ATTP WIKI

This screen can be found on AKO. The various links provide pdf versions of active field manuals.



In achieving this goal, valuable information that facilitates combat operations will not be eliminated. It just needs more effective management to make it more accessible and understandable to users, while at the same time more consistent and coherent. Each proponent school and branch discussed the implications of changing FMs to other publications such as Training Circulars (TC), Technical Manuals (TM), or the newly proposed Army TTP (ATTP) manuals. All components schools then conducted an initial mission analysis and doctrinal scrub to support TRADOC's goals. The results of doctrine literature scrub and reclassification were then presented and approved by the TRADOC Commander. They are:

- Retain as Field Manuals - 94
- Rescind outdated FMs - 91
- Transfer FMs containing technical procedures to TMs - 112
- Transfer FMs containing training material to TCs - 46
- Transfer FMs that deal with TTP and lower echelons to ATTP - 215
- Consolidated with other manuals - 65
- Proposed new starts eliminated as unnecessary - 27

## Some Considerations

Proponent schools also need to clean up practices that have begun to dilute "doctrine." This, of course, necessitates a re-evaluation of what we want doctrine to do and what constitutes doctrine. Doctrine should provide four things. 1) A common approach to the conduct of operations that facilitates understanding, creates effective use of resources, and establishes the fundamentals. 2) A common language and symbols that facilitate mutual understanding and allow precise orders with minimum communications and maximum clarity. 3) It must provide TTP that have proven effective in the past and we have a reasonable expectation will work in the future. 4) And doctrine should foster adaptability and encourage creativity. Consistency in doctrine is desirable

only when that consistency is necessary to facilitate operations, and not as a goal in itself.

## What is a Field Manual ?

Unfortunately, the current definition (in AR 25-30) is inadequate. It is too broad, and does not clearly distinguish what should be in field manuals and what should go in other publications. With the ongoing effort to limit the number of FMs, there needs to be not only a clear definition of what an FM is, but also an explanation of what it is not. TRADOC has proposed the following definition:

**A Field Manual is** a DA publication that contains doctrine principles, with supporting common tactics, techniques, and procedures that apply across the force and describes how the Army and its organizations operate while conducting operations and training for those operations. FMs pertain to the operating force, and those parts of the generating forces that deploy with, or directly support, the operating force in the conduct of operations.

To be consistent with this new definition, doctrine therefore contains of the following four categories of information:

- Fundamentals** 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.
- Tactics** The employment of units in operations. It includes the ordered arrangement and maneuver of units in relation to each other, the terrain, the enemy, and the civilian population, in order to translate potential combat power into successful operations. Tactics are always descriptive, not prescriptive.

**C. *Techniques and Procedures*** Techniques and procedures are standard methods or detailed courses of action used by troops and/or commanders to perform assigned missions, tasks, and functions, specifically, the method of employing equipment and personnel. Techniques and procedures may be descriptive, in that, they can be modified to suit the circumstances, and their employment requires judgment. However, drills often include TTPs.

**D. *Terms and Symbols*** The specific language and graphics used to issue orders and control operations. Terms, in this context, are those words defined specifically for Army use and codified in FM 1-02. Additionally, symbols are those graphics defined specifically for military use are in FM 1-02. They provide a common language that professionals use to communicate with one another. Terms with commonly understood definitions are a major component of that language. Symbols are its graphical representation. Establishing and using words and symbols of common military meaning enhances communication among military professionals, in all environments, and makes a common understanding of doctrine possible. Terms and graphics are prescriptive as defined in FM 1-02.

To assist the doctrine developers, TRADOC will completely revise TRADOC Regulation 25-36, and portions of 25-30, 25-40 and 350-70. TRADOC also proposes rewrites to portions of AR 25-30 which is a DA publication that contains doctrine and training principles with supporting tactics, techniques, and/or procedures and describes how the Army and its organizations function in terms of missions, organizations, personnel, and equipment. Moreover, TRADOC has also provided a litany of informational guidance not only on what does and doesn't go into an FM, but also on reducing manual size, eliminating redundancy, what and how to convert, and much else. So much for the doctrine developers.... And now a real success story for the rest of the Army!

You all know how successful Wikipedia (on the Internet) has become. It's the Encyclopedia about everything that anybody can add to or edit. Well, TRADOC has embraced this concept and extended it to doctrine (or quasi-doctrine) and has taken the lion's share of converted doctrine (the ATTP manuals) and plans to put them out on the Army's new MIL-WIKI web site. Since the real nature of these manuals is designed to support lower echelon assets they primarily address the end user (the warfighter) in the field. And the end user can edit them in real time keeping the content current and on the cutting edge. The MIL-WIKI Doctrine Pilot Program has already begun. It's at: [https://wiki.kc.us.army.mil/wiki/Portal:Army\\_Doctrine](https://wiki.kc.us.army.mil/wiki/Portal:Army_Doctrine). Personnel must have an existing AKO account to access the MIL-WIKI site. The account category must be of the type authorized to access FOUO level information. All you need to do is logon to the MIL-WIKI site and type in your comments and changes.

## Bottom Line

How does this affect Space and Missile Defense doctrine? A successful agreement between TRADOC and SMDC Doctrine Chief, Mr Rich Burks was reached with a plan to restructure Space and Missile defense FMs. Since TRADOC has restricted each proponent school a very limited number of FMs, SMDC was permitted only two, one for Space and one for Missile Defense. While this successfully protected SMDC proencies it also generated some new challenges. The SMDC Doctrine Division's strategy for addressing the doctrine impacts associated with only two field manuals was to develop a restructuring plan for Space and Missile Defense doctrine that included FM consolidation and FM conversion to ATTPs.

On the Space side, the plan calls for combining FM 3-14, Space in Support of Army Operations and FM 3-14.10, Space Brigade Operations into one manual. And it requires the JTAGS manual FM 3-14.5, JTAGS Operations, to be converted to one of the new ATTP manuals. Future low-echelon manuals will also be ATTPs.

The Missile Defense plan permits continuation of the development of FM 3-27, Army Global Ballistic Missile Defense. But, in FY 10, it must be combined with FM 3-27.10 as a Change 1 to FM 3-27. Additionally, the newly proposed FM 3-27.5, AN/TPY-2 (FBM) Operations has been redesignated as an ATTP manual. Future low-echelon manuals will also be ATTPs.

## Status of SMDC Doctrine

The Future Warfare Center (FWC) Directorate of Combat Development (DCD) recently released the final draft FM 3-14, "Space in Support of Army Operations" for worldwide staffing and is currently adjudicating comments. It is the Army's primary doctrinal authority describing how Space operations serve as a critical force multiplier to combatant commanders, theater planners, and to the leadership & staff elements using products derived from Space operations. As an update to the previous edition published May 05, it now incorporates lessons learned from the Space Cadre FORMAL and SSE/ARSST deployments in OIF/OEF, and includes doctrinal revisions that synchronize the Army's Space effort with USSTRATCOM and the Joint Staff's recent revision of Joint Publication (JP) 3-14, "Space Operations", while protecting the Army's vested operational interests. And as directed by TRADOC, FM 3-14.10 it has been consolidated into FM 3-14. We anticipate final publication and posting of FM 3-14 on the AKO doctrine site by Christmas 09. As one of the first in the TRADOC MIL-WIKI Pilot Program, ATTP 3-14.5 JTAGS has been posted to the Army's MIL-WIKI site, but will also remain on the AKO doctrine site as an FM until the end of the Pilot Program.

Check it out at:  
[https://wiki.kc.us.army.mil/wiki/ATTP\\_3-14.5\\_JTAGS\\_Operations](https://wiki.kc.us.army.mil/wiki/ATTP_3-14.5_JTAGS_Operations).

Because Wikipedia, the editable encyclopedia, has been widely successful on the internet, TRADOC has chosen to extend this to doctrine with the new milWiki Web site located at [https://wiki.kc.us.army.mil/wiki/Portal:Army\\_Doctrine](https://wiki.kc.us.army.mil/wiki/Portal:Army_Doctrine).

**milWiki** Locating Information

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**Unclassified Sensitive Information**

**(USI) Portal: Army Doctrine**

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- Home
- Create an Article
- Categories
- New Articles
- All Articles
- Templates
- Sandbox
- Recent Changes
- Guidelines
- Help

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- Home
- milBook
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tools

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**W**elcome to the Army Doctrine Web

Doctrine Web is a place for milwikians to help contribute to various wiki projects on Army Doctrine. The mission of this Wiki portal is to act as a secure collaborative publishing environment for U.S. Army doctrine efforts. This site is available 24x7 worldwide to all U.S. military personnel with an active AKO/DKO account\* authorized to access FOUO level information. This Wiki portal is a management project of the Combined Arms Center (CAC) at Fort Leavenworth. TRADOC is a program to incorporate insights from the field to ensure ATTP remain relevant through Soldier input. Publications on this Wiki are drafts and are not to be disseminated or used as official doctrine. Proponents will review and consider all input in the future official revisions of doctrine. Before publishing please review our Army Doctrine Portal Rules of Conduct. \* See Restricted Account Types.

**ATTP**  
(Mouseover for full ATTP name)

- ATTP 6-01.1
- ATTP 3-90.15
- ATTP 5-19 (100-14)
- ATTP 3-04.155

**Getting Started** edit

New to Wikis? Need Help?

- Army Doctrine Portal Rules of Conduct
- Use OPCS Procedures

**Featured ATTP**

ATTP 6-01.1 Knowledge Management  
This document provides the procedures for the organization's knowledge management.

The Future Warfare Center (FWC) Directorate of Combat Development (DCD) began worldwide staffing the initial draft of FM 3-27. FM 3-27 is the Army's Global Ballistic Missile Defense (GBMD) Operations proponent-level manual for SMDC/ARSTRAT. It is the principle publication for describing the Army's mission in Strategic missile defense of the Homeland, deployed forces, friends, and allies from ballistic missile attack. In accordance with TRADOC's new doctrine restructure, this field manual will represent the Army's consolidated doctrine for strategic missile defense. Army GBMD functions under the Strategic Command (STRATCOM) GBMD concept. Following GEN Dempsey's direction to reduce the number of field manuals, FM 3-27.10 will be consolidated as a Change 1 to FM 3-27 in Fiscal Year 2010. Change 1 will also capture all updates in the development of GMD software and manning while protecting the Army's vested interests in Global Ballistic Missile Defense. Also, the ATTP 3-27.5 AN/TPY-2 (FBM) Operations manual posted on the MIL-WIKI site is available for staffing and comments. This ATTP manual will remain posted to the MIL-WIKI site after completion of the development process for updates by the warfighters. Check it out. ⚠

**BIOS**

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Rich is a retired Infantry Officer, Pilot and Foreign Area Officer. He has been the Doctrine Chief for US Army Space and Missile Defense Command and the Managing Editor of the Army Space Journal since 2003.

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