



Army, Joint and Allied Joint Doctrine Development Overview

Presented by

LTC James Beasley
Deputy Chief

Joint and Allied Doctrine Division
Army Capabilities Integration Center (ARCIC)
3 November 2008

Release of the information in this briefing does not imply any commitment or intent on the part of the U.S. Government to provide any additional information on any topic presented herein. This briefing is provided with the understanding that the recipient government will make similar information available to the U.S. Government upon request.



Purpose

**To provide an overview of and explain
ARCIC's role in the
Army, Joint and Allied Joint Doctrine
Development Processes.**



What is Doctrine?

Defined = The fundamental principles that guide the employment of US military forces in coordinated action toward a common objective. Joint doctrine contained in joint publications also includes terms, tactics, techniques, and procedures. It is authoritative but requires judgment in application.

CJCSI 5120.02 Joint Doctrine Development System (March 2007)



Tactics, Techniques and Procedures



tactics. The employment and ordered arrangement of forces in relation to each other.

techniques. Non-prescriptive ways or methods used to perform missions, functions, or tasks.

procedures. Standard, detailed steps that prescribe how to perform specific tasks.

CJCSI 5120.02 *Joint Doctrine Development System* (March 2007)



Military Doctrine



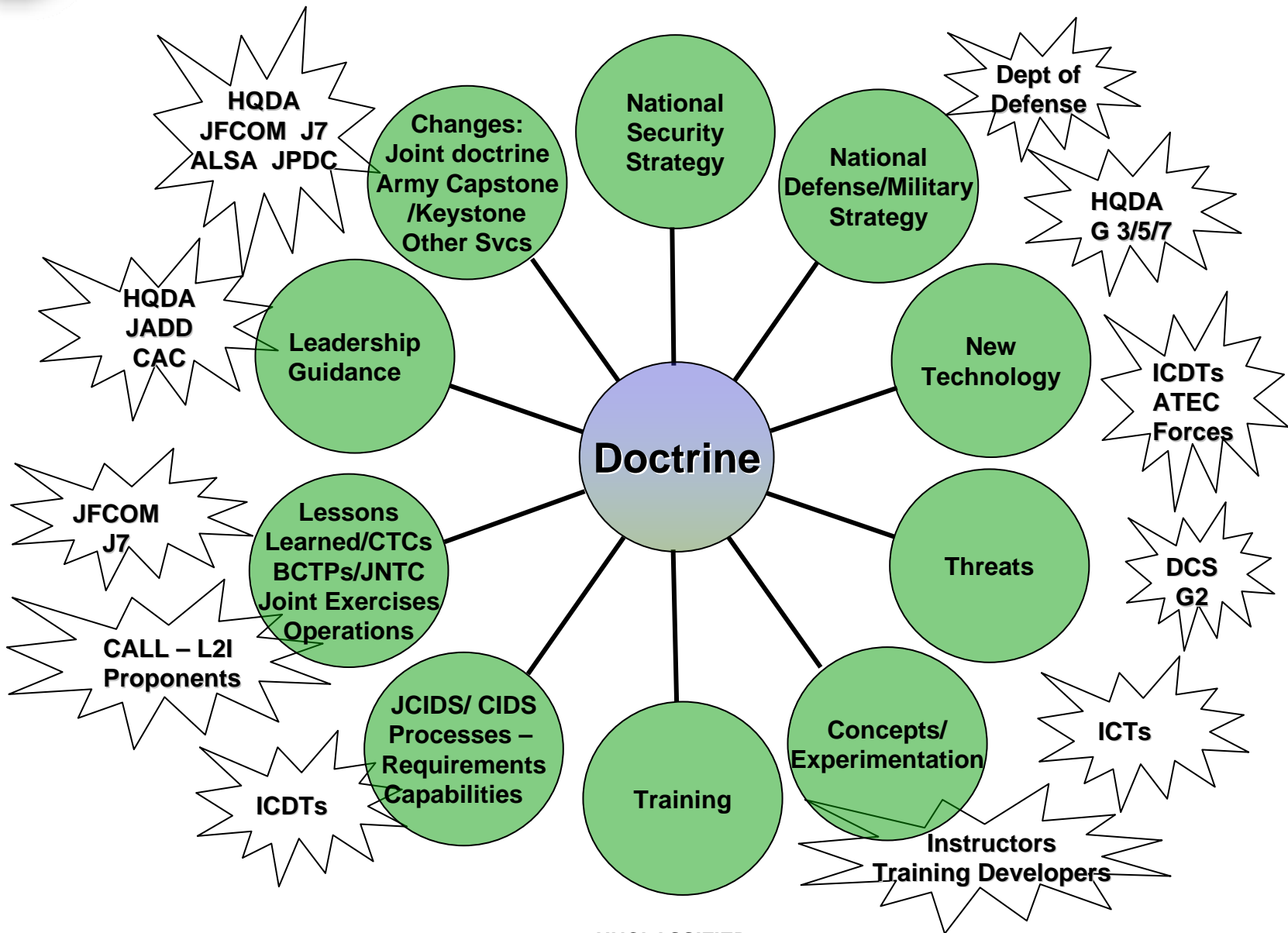


What Influences Doctrine?





What Influences Doctrine?



**Combined Arms Doctrine Directorate (CADD)
located at the Combined Arms Center
Fort Leavenworth, Kansas**



Mission

As the proponent for Army doctrine CADD:

- coordinates and integrates all Army doctrine actions**
- writes key, higher-level Army field manuals**
- writes, reviews, integrates selected joint and allied doctrine.**



Joint and Allied Doctrine Division



Mission

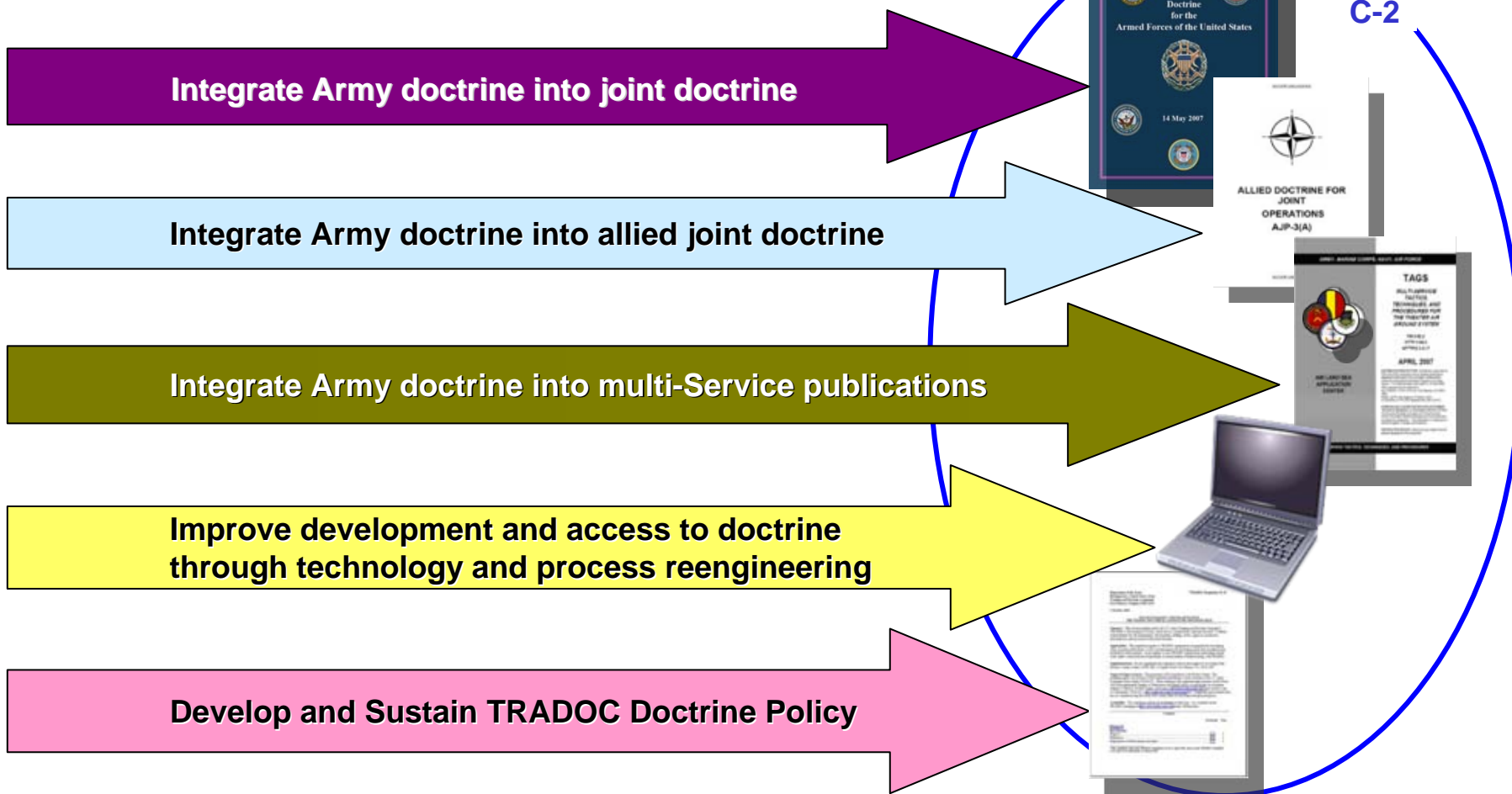
- Manage the Army doctrine program (policy and resourcing)
- Write, review, integrate, coordinate and supervise actions for joint and allied doctrine.
- Review selected joint related Army doctrine products.



Joint and Allied Doctrine Division's ARCIC Campaign Plan Tasks

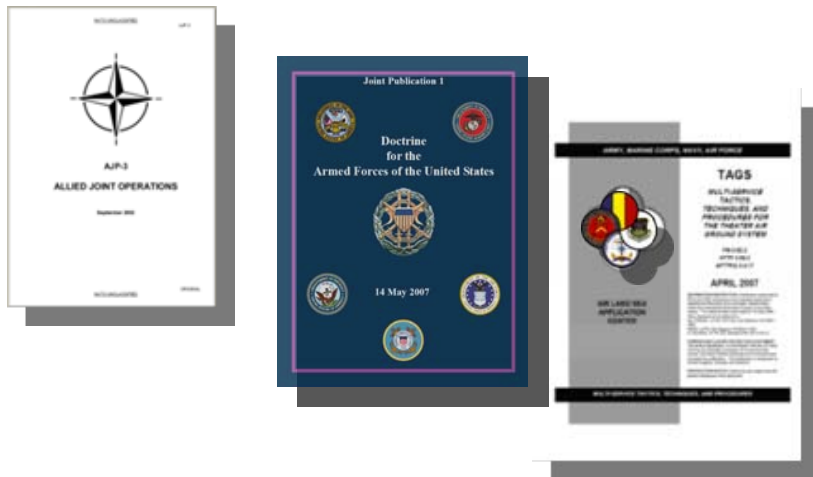


ARCIC Campaign Plan (ArCP) Outcome C: Provide Joint Interdependencies
Major Objective (MO) C-2: Integrate Army doctrine into joint, allied joint, and multi-Service doctrine





Joint, Allied, and Multi-Service Pubs



Task Description

Provides staff management for the integration of Army Doctrine into joint, multinational, and multi-Service doctrinal publications ICW CAC.

Writes selected joint and multi-national doctrine.

Focus is strategic and operational level doctrine.

Assists CAC in the development of Army doctrine with joint applicability.

Status

Projected for approval FY 09:

6 – Allied Joint Pubs

12 Joint Pubs

15 ALSA multi-Service

19 Completed FY 08 (9 JP, 7 AJP, 3 ALSA)

Assessment

All publications are on track.

Publication Roadmap FY 09

(See next slide)

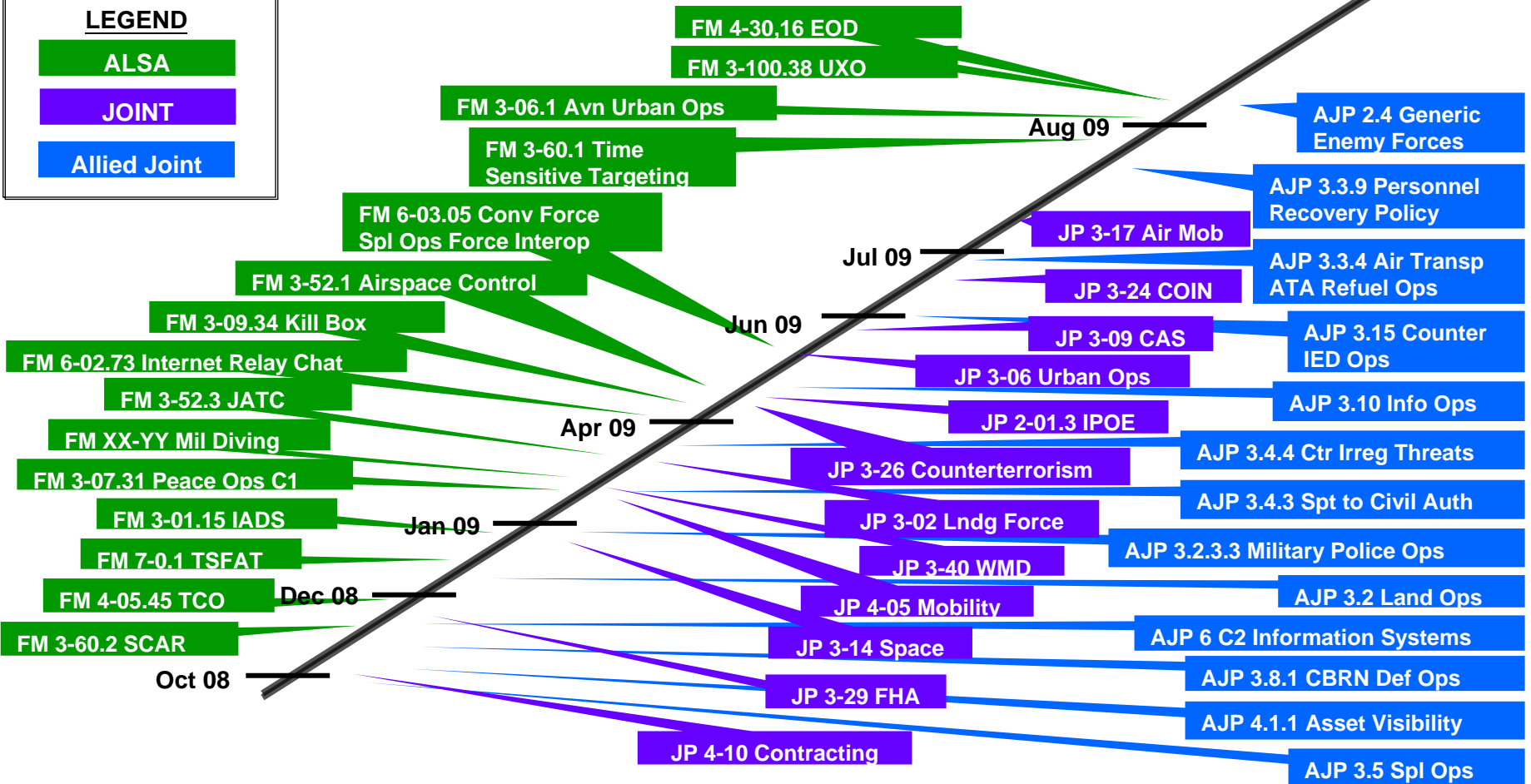


Joint, Allied, and Multi-Service Pubs

Roadmap FY 09

LEGEND

- ALSA
- JOINT
- Allied Joint



ATA – air-to-air
 CAS – close air support
 CBRN – chemical, biological, radiological, nuclear
 COIN – counterinsurgency
 EOD – explosive ordnance disposal

FHA – foreign humanitarian assistance
 IADS – integrated air defense system
 IPOE – improvised explosive device
 IPOE – intel prep of the operational environment
 JATC – joint air traffic control

SCAR – strike coordination and reconnaissance
 TCO – tactical convoy operations
 TSFAT – training security force advisor teams
 UXO – unexploded explosive ordnance
 WMD – weapons of mass destruction



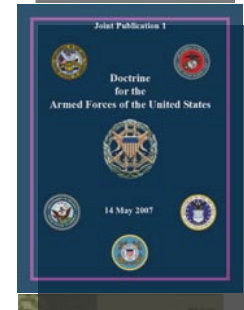
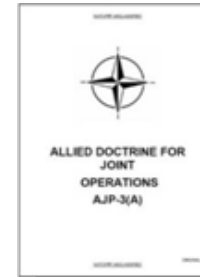
Doctrine Workload

48 Allied Pubs

77 Joint Pubs

600+ Army FMs and FMIs

100+ Multi-Service FMs



About 1/3 always working



JADD Engagement

Joint

Army G3/5 SSP
CAC/CADD
TRADOC schools/
centers/AWC
Joint Staff
JFCOM J7

MCCDC
USAF Doctrine Ctr
NWDC
SOCOM

Allied Joint

Army G3/5 SSP
CAC/CADD
TRADOC schools/
centers/AWC
Joint Staff
JFCOM J7

SOCOM
SMDC
AMEDD
JFKSWCS

Multi-Service

Army G3/5 SSP
CAC/CADD
TRADOC schools/
centers/AWC
ALSA Center

MCCDC
USAF Doctrine Ctr
NWDC
JFCOM J7
Joint Staff J7
SOCOM
AMEDD
SMDC
APD
ATSC

Policy/Tech

Army G3/5 SSP
CAC/CADD
TRADOC schools/
centers/AWC
APD
ATSC

AMEDD
ALMC
SMDC
JFKSWCS
JFCOM J7
Army G6
NETCOM
Army Public Affairs

ALMC – Army Logistics Management College
AMEDD – Army Medical Department
APD – Army Publishing Directorate
ATSC – Army Training Support Command
AWC – Army War College
CAC – Combined Arms Center

CADD – Combined Arms Doctrine Directorate
JFCOM – Joint Forces Command
JFKSWCS – John F. Kennedy Special Warfare Center
and School
MCCDC – Marine Corps Combat Development
Command

NETCOM – Network Enterprise Technology
Command
NWDC – Navy Warfare Development Center
SMDC – Space and Missile Defense Command
SOCOM – Special Operations Command
SSP – Strategy Policy, and Plans Directorate



Formal Lessons Learned Programs



CENTER FOR ARMY LESSONS LEARNED (CALL)

- Collect, analyze and disseminate lessons learned at the tactical and operational levels (exercises and operations)
- Develop and disseminate emerging (unofficial) tactics, techniques and procedures (TTPs) publications
- Research tool for the Army

JOINT CENTER FOR OPERATIONAL ANALYSIS AND LESSONS LEARNED (JCOA-LL)

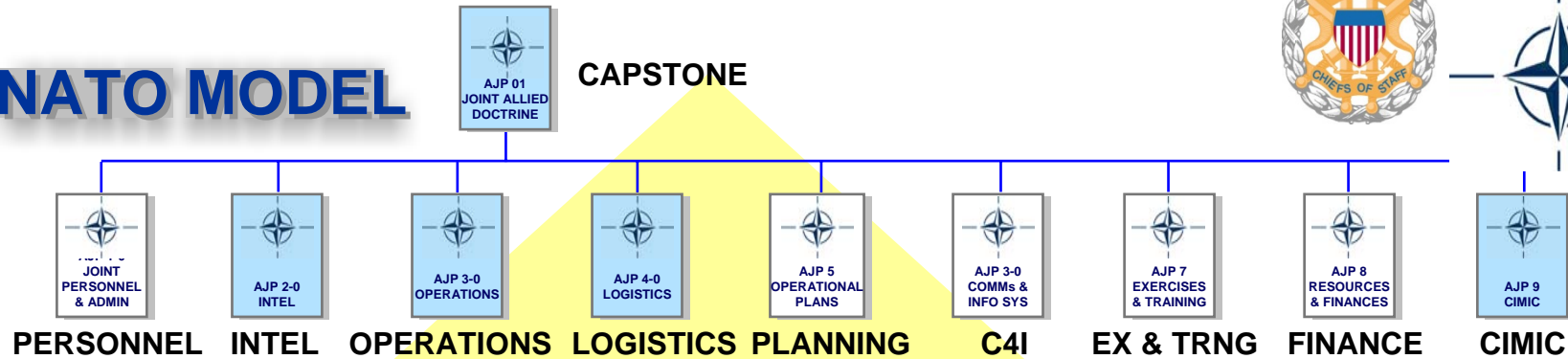
- Serves under the direction of Commander, Joint Forces Command
- Conducts actions ranging from joint lessons learned assessments to strategic-level studies
- Focuses at the JTF through national strategic levels
- Supports doctrine, training and concepts development



Doctrine Hierarchies



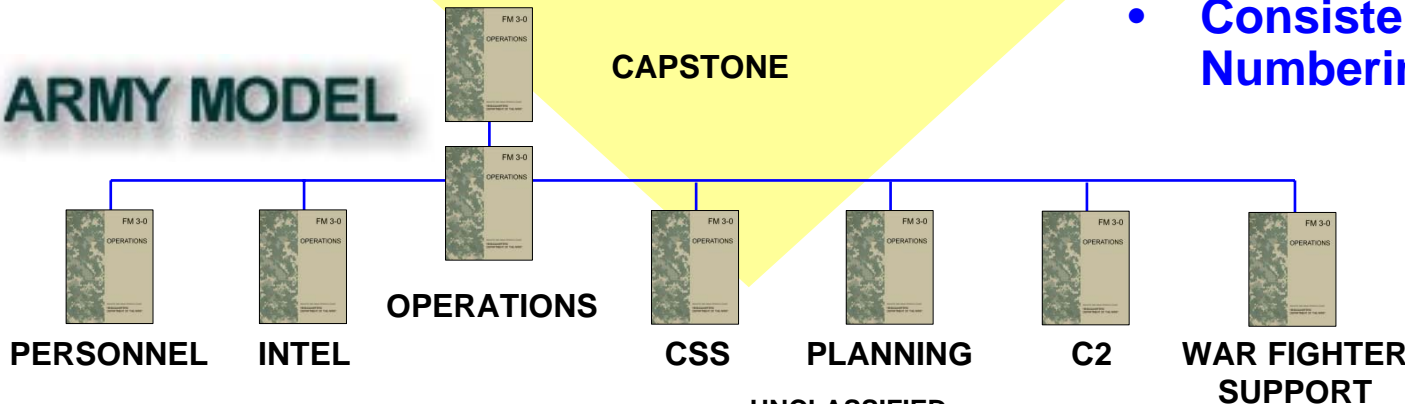
NATO MODEL



JOINT MODEL



ARMY MODEL



- Hierarchies have Capstone/Keystone pubs
- Similar Staff Structures Staffs 1-6
- Consistency in Numbering



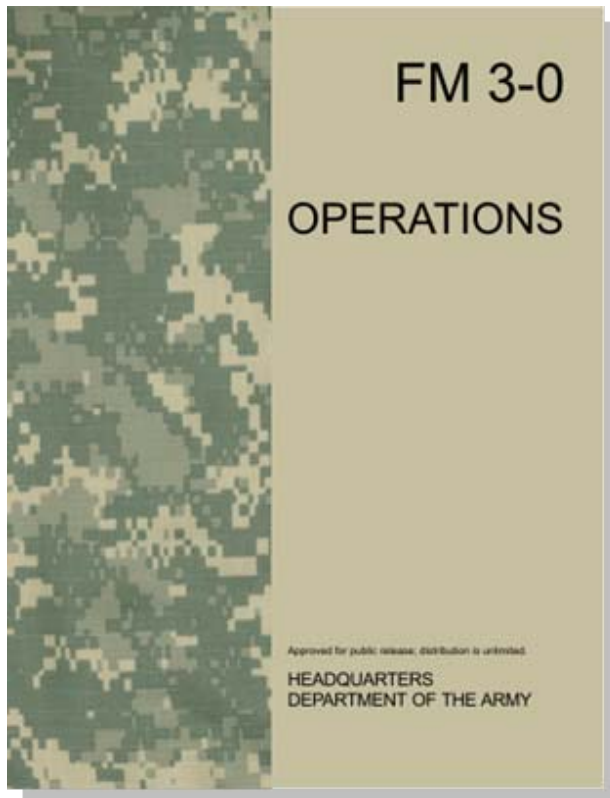
Army Doctrine



- Follows approved Joint Doctrine
- Adapted to the Joint Hierarchy
- Embraces approved Allied Doctrine

Linked to Joint Doctrine

Imbeds NATO Doctrine



- Focused on soldier in all types of operations
- Uses lessons learned
- Incorporates validated Concepts
- Basis of training and education





Joint Doctrine



Joint Publication 1



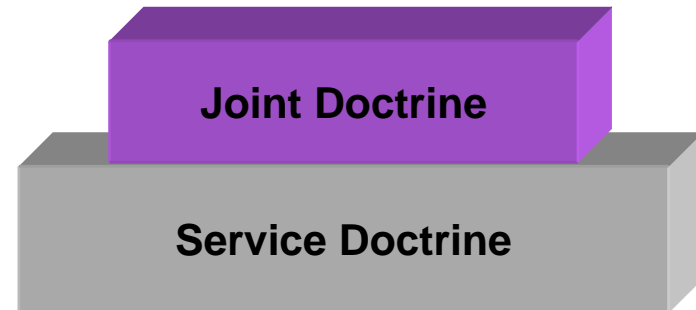
Doctrine
for the
Armed Forces of the United States



14 May 2007



- Guides the employment of joint forces
- Provides the national position for multinational doctrine consistent with existing security procedures
- Provides a basis for joint training and education
- Authoritative to all US Military Forces

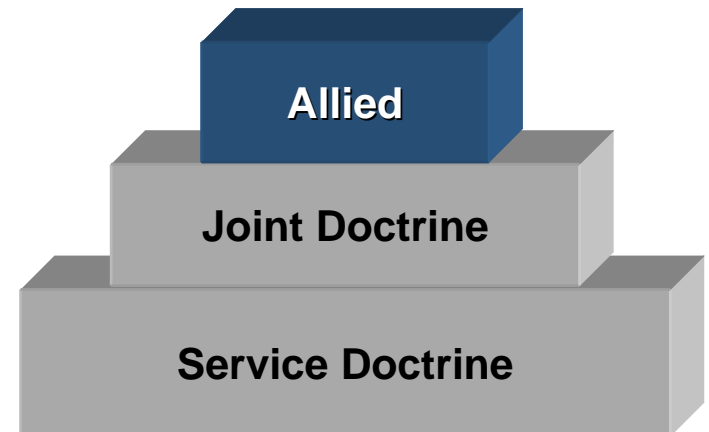
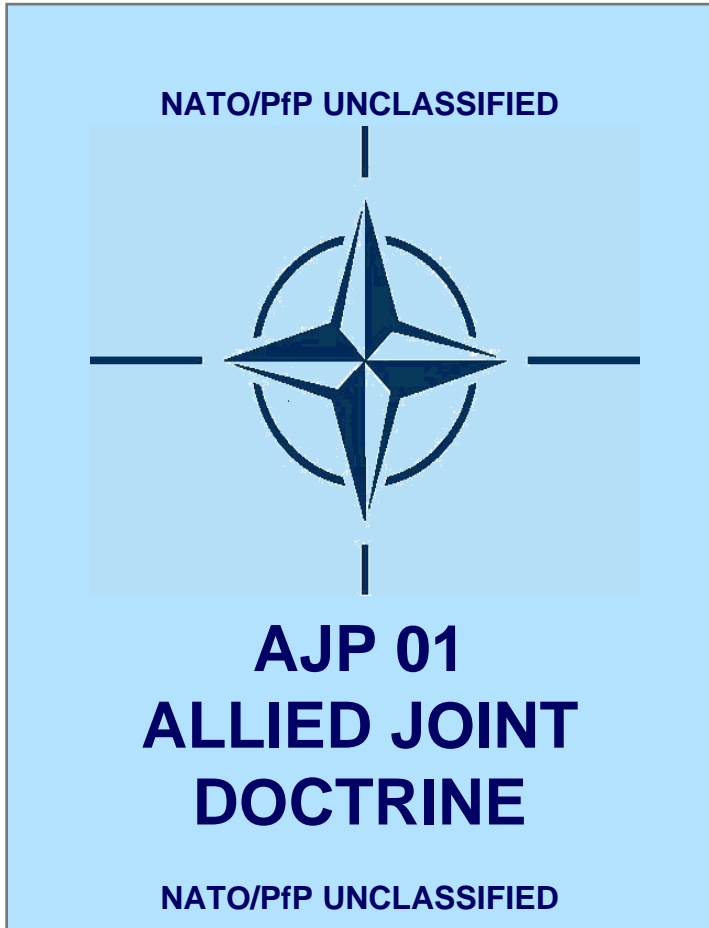


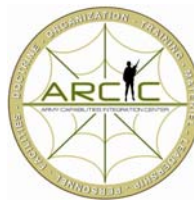


Allied Doctrine



- Guides the employment of Allied and Multinational forces in joint operations
- Provides the national position for multinational operations
- Promotes standardization among Alliance Nations and Nations working with the Alliance





Basic Doctrine Development Cycle



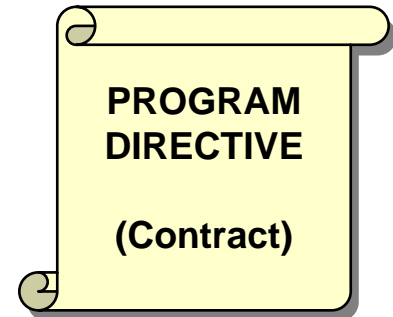
- Pub Assessment
- Changes
- Revisions
- Cancellation or Supersession

MAINTENANCE

ENTRY POINT

- Proposal
- Front-end Analysis
- Validation

INITIATION

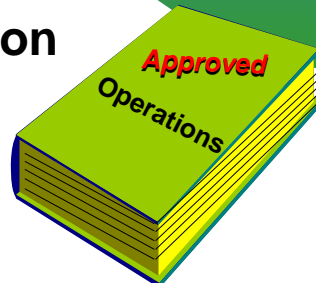


APPROVAL

- Approval Authority
- Electronic Distribution
- Selective Printing

DEVELOPMENT

- Program Directive
- Draft Development
- Test/Interim Pubs*
- **Issue Resolution**



*if appropriate




Army Doctrine Development Process

1. Can Propose Army Pub:

- Military or Civilian
- Real-world operation or Exercise
- Center for Army Lessons Learned

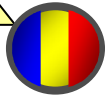
Distribution:

- Paper copy
- Internet
- CD ROM




CAC approves Program Directive

5. Assess & Revise



CAC approves Publication

Can be Author:

- Combined Arms Command
- Combined Arms Support Command
- Army Schoolhouses

-If High Level Publication
 -Doctrinal Review Approval Group

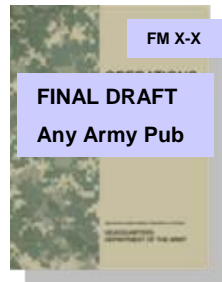


3. Worldwide Review of 1st & 2nd Drafts:

4. Approval:

- Signs
- Publishes

- "Field Army"
 - Other Branches
 - Other Services
 - Allies; Friends
 - Retired Military
 - Subject Matter Experts
- 
- 



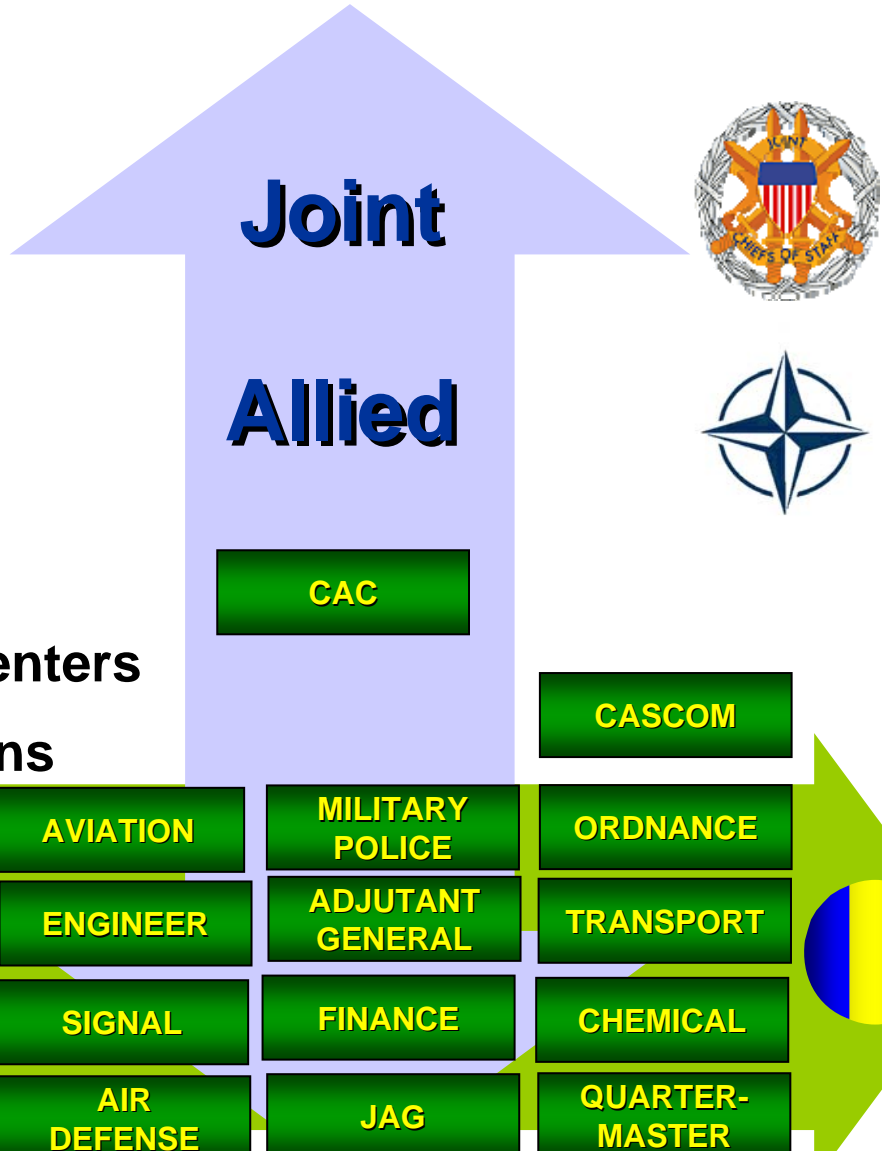
or

- U.S. Government Officials**
- Only if a High-Level Pub
 - Legislative and/or Executive Branch
 - Their opinion counts
 - Consult early in process
 - May be consulted after signing

Doctrine Process Objectives



- Current
- Consistent
 - Doctrinal Principles
 - Covers the Full Range of Military Operations
- Integrated
 - Horizontally – Schools, Centers
 - Vertically - Services/Nations



Non-TRADOC Organizations

MEDICAL	FIELD ARTILLERY	AVIATION	MILITARY POLICE	ORDNANCE
SPECIAL FORCES	INFANTRY	ENGINEER	ADJUTANT GENERAL	TRANSPORT
SPACE & MISSILE DEF	INTELLIGENCE	SIGNAL	FINANCE	CHEMICAL
	ARMOR	AIR DEFENSE	JAG	QUARTER-MASTER





Joint Doctrine Process



Can Propose Joint Pub:

- Unified Commands
 - Services (TRADOC)
 - Joint Staff

18-24 months

Distribution:

- Paper copy
- Internet
- CD ROM

- J-7 issues Program Directive

Joint Doctrine Sponsor

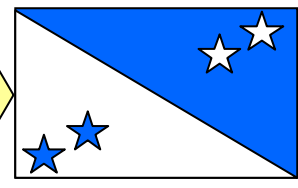


5.: Assess & Provide Input

TRADOC

Can be Lead Agent:

- Unified Commands
- Services (TRADOC)
- Joint Staff



4.: CJCS Approval

Can be Author:

3. Development & Review of Drafts:

- U.S. Army Training & Doctrine Command
- U.S. Marine Corps Combat Development Center
- U.S. Navy Warfare Development Comm
- U.S. Air Force Doctrine Center
- Joint Staff
- Unified Commands

Unified/Specified Commands

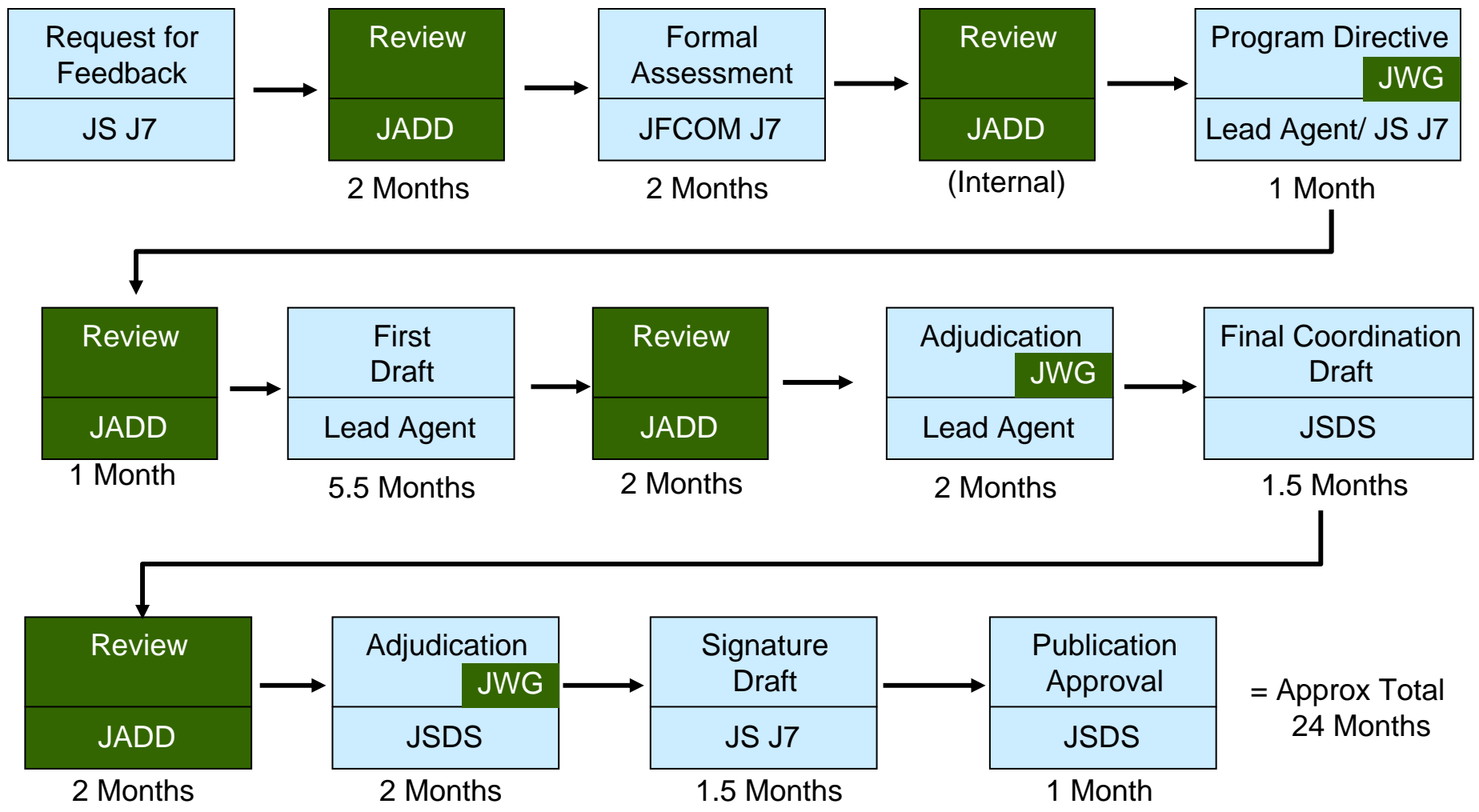
Joint Staff

Services

Subject Matter Experts



Joint Doctrine Development Steps and Timeline



JWG=Joint Working Group

JSDS=Joint Staff Doctrine Sponsor

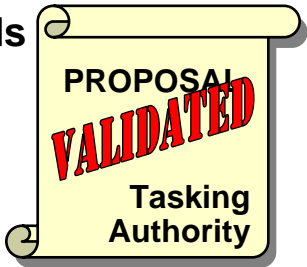
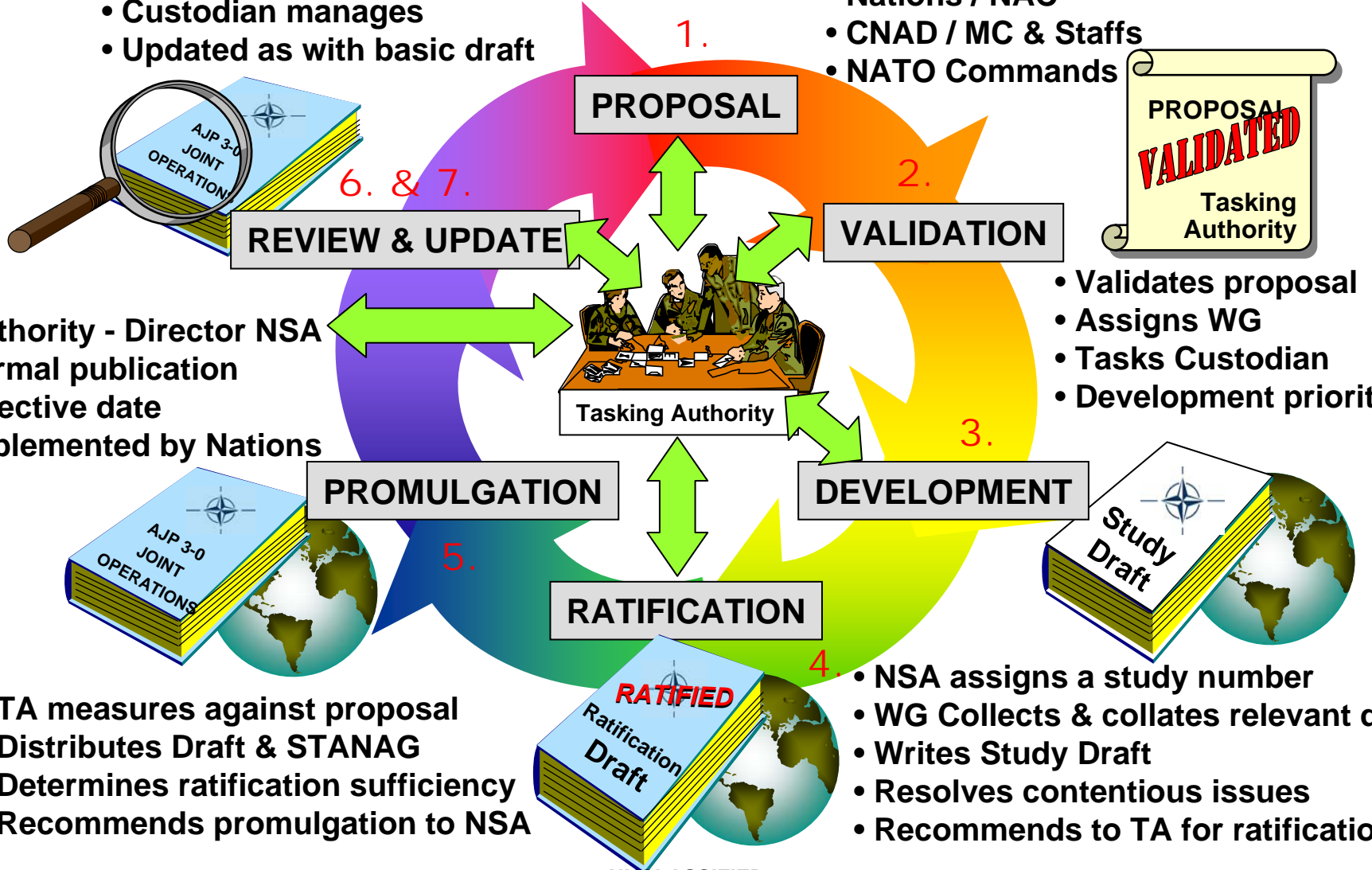


NATO Doctrine Development Process



- Reviewed every 3 years
- Custodian manages
- Updated as with basic draft

- Nations / NAC
- CNAD / MC & Staffs
- NATO Commands



- Validates proposal
- Assigns WG
- Tasks Custodian
- Development priority

- Authority - Director NSA
- Formal publication
- Effective date
- Implemented by Nations

- NSA assigns a study number
- WG Collects & collates relevant data
- Writes Study Draft
- Resolves contentious issues
- Recommends to TA for ratification

- TA measures against proposal
- Distributes Draft & STANAG
- Determines ratification sufficiency
- Recommends promulgation to NSA



Air Land Sea Application (ALSA) center JASC Organization

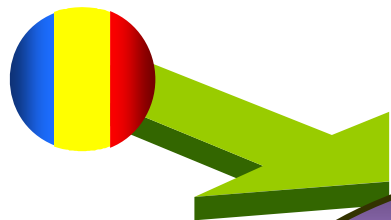


BG JOSEPH E. MARTZ

**Dep Dir, Army Capabilities Integration Ctr
Training & Doctrine Command**

BG Andrew W. O' Donnell, JR.

**Director, Capabilities
Development Directorate,
MCCDC**



**ALSA Director
ALSA Deputy Director**

**RADM Wendi Carpenter
Commander, Navy Warfare
Development Command**

**Maj Gen Stephen Miller
Commander, HQ Air Force
Doctrine Devl. & Ed. Center**



How does this all tie together?



- **Doctrine guides the employment of our military forces and it comes from national strategies, priorities and lessons learned from current operations.**
- **Joint, Army and NATO forces all need specific yet integrated doctrine that these processes produce.**
- **Similar yet specific processes exist for development and maintenance of multiple levels of doctrinal publications.**
- **The doctrine development community is large and members have influence on the processes, resulting in integrated quality publications.**
- **Updates and new products keep our doctrine valid and relevant.**



Review

During this briefing on doctrine and our roles in the process;

- **Explained what doctrine and it's subcomponents are.**
- **Discussed what influences and shapes doctrine.**
- **Identified the members of the doctrine development process.**
- **Examined the Joint, Army and Multinational doctrine development processes.**
- **Explained the Army Capability Integration Center's role in doctrine.**
- **Looked at the mission of the Air Land Sea Application Center**



Questions?