

COMBINED ARMS DOCTRINE NEWSLETTER & DOCTRINE DEVELOPER'S GUIDANCE

Mission Command Center of Excellence | US Army Combined Arms Center | Fort Leavenworth, Kansas

The United States Army Combined Arms Center (CAC) Doctrine Newsletter & Doctrine Developer's Guidance is designed to facilitate the production and dissemination of doctrine. Doctrine priorities for the next 6 months are—

- FM 3-0 (Operations) MTT execution.
- Aligning keystone and capstone doctrine to FM 3-0.
- Operations Doctrine including ATP 3-92 Corps Operations, ATP 3-91 Division Operations, and ATP 3-94.3 Rear Operations
- Publication of ADP 3-13 (*Information*).
- Energizing Command and Control Doctrine with the development of ATP 6-0.5 (Command Posts) following the publication of FM 5-0, ADP 5-0, and ADP 6-0.
- Setting conditions for the publication of a capstone publication on irregular warfare in late 2024.

CAC is the Army doctrine proponent. The preparing agency for Doctrine Developers' Guidance is the Combined Arms Doctrine Directorate (CADD), Mission Command Center of Excellence (MCCOE). Comments and recommendations may be mailed to Commander, U.S. Army Combined Arms Center and Fort Leavenworth, ATZL-MCD, 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337, or emailed to usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil.

For the Army doctrine proponent,

RICHARD D. CREED, JR.

Director, Combined Arms Doctrine Directorate

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MULTIDOMAIN OPERATIONS INTEGRATION

FM 3-0 was deliberately titled “Operations” in the same way that previous editions of FM 3-0 and FM 100-5 before that were called “Operations.” Multidomain operations as described and framed in the current edition of FM 3-0 represent the intellectual approach to the operations that Army forces conduct, and therefore the ideas in FM 3-0 should inform the rest of Army doctrine where appropriate. Our Army conducts operations, so we must be vigilant to prevent redundant, gratuitous, or unhelpful uses of multidomain, domains, or related words when those words do not provide clarity or a new way of expressing doctrinal ideas. Inserting the word “multidomain” in front of existing terms does not constitute a thoughtful revision of doctrine, add value for the reader, or provide any increased level of understanding. When we discuss capabilities, we must be *specific* – use electromagnetic attack, space, cyberspace, or air, for example, and not “multidomain capabilities” as a euphemism. An example would be a description of a movement to contact that talks about the use of joint sensors and Army UAS to make contact with the smallest element possible.

This approach will provide the most benefit to our leaders in the field and lessen the chance of misunderstanding. Linking our revisions to the operational environment model, tenets, and imperatives is the critical effort.

DOCTRINE DEVELOPMENT PRIORITIES

Capstone and keystone doctrine publications will be revised to align with FM 3-0’s multidomain operations for a target publication window of October 2024. This newsletter—

- Lists changes and updates to joint and Army definitions and publications (p. 5—12)
- Lists new and upcoming podcasts, audiobooks, and videos, all created to help further clarity and discourse.
- Describes the massive overhaul to sustainment doctrine.
- Dives into the essential nuance of the term tempo and its related terms and concepts.
- Updates doctrine writers on—
 - A new template rollout.
 - ADDT.
 - Ordering hardcopy
 - The window for providing feedback on doctrinal pubs.
- Outlines the current roadmap for the large-scale doctrinal concept changes underway.

CAC continues to inform audiences about multidomain operations doctrine. Since October 2022, CADD has completed approximately 100 FM 3-0 briefings to various units and organizations across the Army. 30 additional briefings are scheduled throughout the spring and summer timeframes. See page 3 on how to schedule a briefing.

US Army Combined Arms Center
SOLDIERS AND LEADERS - OUR ASYMMETRIC ADVANTAGE

FY 23-24 Doctrine

Command and Control
Company Doctrine ATPs, All Branches, (new & revisions) (COEs)
• ADP 3-13, Information and FM 3-xx, (new)
• ADP 5-0, Ops Process, ADP 6-0, Mission Command, C2 of Army Forces
• ATP 6-05, Command Posts

Echelon Roles and Responsibilities
• ATP 3-91, Division Operations
• ATP 3-92, Corps Operations
• ATP 3-94.3, Rear Operations (new)
• FM 3-94, Div, Corps, TA Ops

Tactics
• FM 3-90, Tactics
• ADP 3-0, Operations
• ADP 3-90, Offense and Defense
• ATP 7-X-X, Threat Series (How Russian, Chinese, North Korean, Iranian Armies fight) (new) (G2)
• FM 3-xx, Irregular Warfare (new)

Sustainment
• ATP 4-92, Corps & Field Army Sustainment
• ATP 4-93, Theater Sustainment
• ADP and FM 4-0, Sustainment

Special Projects
• ADP 1
• Support to Army University Press Documentaries
• Support to Army 2030 lines of effort
• Social media outreach, FB and Twitter

Faster integration of updated doctrine into the force through:
• Unit briefings
• PME Faculty briefings/POI support
• Audiobooks
• Podcasts
• YouTube shorts
• MCTP Academics
• Articles in professional journals

All ADPs and most FMs will be revised to align with FM 3-0

UNCLASSIFIED

OPERATIONS

FM 3-0 ROLL OUT

If your unit or organization has not received an FM 3-0 briefing, there is still time to coordinate for this great opportunity and have the briefing tailored to fit your organization's needs.

CADD offers the briefing in three different formats to provide units with greater flexibility in receiving the information. The in-person brief allows a CADD representative to visit your installation or organization and conduct multiple briefings while on-site. For virtual briefings, CADD conducts these events using Microsoft TEAMS. The final format that CADD provides is a video recording of the FM 3-0 brief. The video is available on the Central Army Registry and on CADD's YouTube channel, see below for links to the brief-

- **Central Army Registry** - <https://atiam.train.army.mil/catalog/go/100.ATSC/F94902EA-F266-49F7-B592-2D6D41A729C4-1675182085899>.
- **CADD's YouTube channel** - <https://www.youtube.com/watch?v=QFYjO3XHd3Q>.

To schedule your organization's in-person or virtual FM 3-0 brief, please contact the Combined Arms Doctrine Directorate at usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil.



LTC Jim Chester conducting FM 3-0 training at Fort Rucker.

ADP 3-0 UPDATE

ADP 3-0 is undergoing a revision which includes changes based on ADP 3-13 (Information), and FM 3-90 (Tactics). When completed, the ADP will provide the Army's updated view of how to conduct prompt and sustained operations across multiple domains, and it will set the foundation for developing other principles, tactics, techniques, and procedures detailed in subordinate doctrine publications.

CADD will publish ADP 3-0 in late summer or early fall of 2023 after publication of FM 3-90 and ADP 3-13. To meet this timeline, CADD is currently preparing the final draft and will release it for staffing by late May 2023. The manual will only undergo one staffing before publication.

FM 3-0 CHANGE 1 UPDATE

FM 3-0 Change 1 is currently in development and CADD will publish it simultaneously with ADP 3-0 in late summer or early fall of 2023. This version includes updates requested by the centers of excellence and feedback received from the combat training centers. In addition, change 1 will incorporate the latest material from ADP 3-13 and FM 3-90. Key changes are—

- Transfers proponency of new or modified terms from FM 3-0 to ADP 3-0.
- Modifies the definition of convergence and adds a vignette to facilitate understanding of the Army's newest tenet.
- Expands on the integration of special operations forces and conventional forces during operations.
- Expands on exploitation and pursuit operations immediately following successful offensive operations.
- Refines the focus areas and distances of echelons in the integrating echelons section and Figure 6-2.
- Clarifies Operational Control (OPCON) as an Army command relationship in Appendix B, Command and Support Relationships.

NATO MULTIDOMAIN OPERATIONS UPDATE

NATO MDO Update. NATO Allied Command-Transformation (ACT) developed a draft multidomain operations concept approved by the NATO Military Committee that is likely to start appearing in NATO doctrine sent to the Army for staffing review. Currently, the NATO concept is not yet validated. Because of this the definition of the concept is of little doctrinal utility. Due to these issues TRADOC / CADDs position is that we will critically non-concur with references to the concept appearing in NATO doctrine. It is also TRADOC / CADD's position that the NATO concept as written lacks a rigorous logic taxonomy and is likely to cause confusion between the rest of the Alliance and its largest land force, the U.S. Army. TRADOC / CADD will not be altering the description of Multidomain Operations in FM 3-0 or any other U.S. Army doctrinal publications to align with NATO, and TRADOC / CADD will ask the U.S. Joint Staff J7 to include a reservation and footnote that indicates in each case that the NATO Multidomain Operations concept is not the same as the U.S. Army Multidomain Operations concept.

CAC CG DOCTRINAL APPROVAL PROCESS

The CAC Mission Guidance Letter, dated 10 March 2023, outlined the doctrinal publication approval process. This included minor changes to the approval process. A short summary of the approval process follows:

- CAC CG is the approval authority for all Army Doctrine Publications (ADP) and Field Manuals (FM) other than ADP 1, FM 7-0, and FM 6-22.
- CoE Commanders or Branch Commandants will read and approve publication drafts prior to submission to the CAC CG for approval. Draft publications will be submitted only after adjudication of all staffing comments and an adjudication review by the Combined Arms Doctrine Directorate.
- After their review, CoE Commander or Branch Commandants will submit the approved draft publication with an information paper (or briefing) describing major updates and/or changes from the last publication via e-mail to the CAC CG. The information paper or briefing should address any contentious issues identified during the writing and/or review process. Include the CADD Director (Mr. Rich Creed) and the CG's XO (COL Josh Mendoza) in the email to the CAC CG.
- Once approved for publication, CADD will upload the required electronic staffing documents for the CAC Command Group to complete final electronic staffing.

JOINT PUBLICATIONS



As of April 2023, the joint doctrine community has eight publications currently under revision in addition to updating the *DOD Dictionary of Military and Associated Terms*. These publications are proponents for many joint terms.

Proponents 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.

Joint Publications under Revision/Production

- JP 1 Vol 1 (The Joint Force)
- JP 3-01, (Countering Air and Missile Threats)
- JP 3-14, (Space Operations)
- JP 3-25, (Countering Threat Networks)
- JP 3-27, (Homeland Defense)
- JP 3-31, (Joint Land Operations)
- JP 3-50, (Personnel Recovery)
- JP 4-02, (Joint Health Services)

Joint Publications Changed/Revised (signed within last 6 months)

- DOD Dictionary of Military and Associated Terms
- JP 3-12, (Joint Cyberspace Operations)
- JP 3-12, (U) (Classified Planning Considerations on Joint Cyberspace Operations) (*SIPRNET Only*)
- JP 3-52, (Joint Airspace Control)
- JP 3-83, (Religious Affairs in Joint Operations)
- JP 4-18, (Joint Terminal and Joint Logistics Over-the-Shore Operations) (*CUJ*)

UPDATE—DEPARTMENT OF DEFENSE TERMS

Since October 2022, the joint doctrine community has added, removed and modified the following terms within the *DOD Dictionary of Military and Associated Terms* dated 15 February 2023:

- Added the term “**command chaplain**” to JP 3-83.
- Added the term “**cyber-persona**” to JP 3-12.
- Added the term “**cyberspace system operation**” to JP 3-12.
- Added the term “**expeditionary cyberspace operations**” to JP 3-12.
- Added the term “**religious affairs**” to JP 3-83.
- Removed the term “**accompanying supplies**” from JP 4-01.5.
- Removed the term “**afloat pre-positioning operations**” from JP 4-01.6.
- Removed the term “**amphibian**” from JP 4-01.6.
- Removed the term “**amphibious bulk liquid transfer system**” from JP 4-01.6.
- Removed the term “**beachmaster unit**” from JP 4-01.6.
- Removed the term “**clearance capacity**” from JP 4-01.5.
- Removed the term “**common item**” from JP 4-01.5.
- Removed the term “**common use**” from JP 4-01.5.
- Removed the term “**common-user land transportation**” from JP 4-01.5.
- Removed the term “**convoy escort**” from JP 4-01.5.
- Removed the term “**explosive cargo**” from JP 4-01.5.
- Removed the term “**fixed port**” from JP 4-01.5.
- Removed the term “**joint logistics over-the-shore commander**” from JP 4-01.6.
- Removed the term “**joint logistics over-the-shore operations**” from JP 4-01.6.
- Removed the term “**lighterage**” from JP 4-01.6.
- Removed the term “**logistics over-the-shore operations area**” from JP 4-01.6.
- Removed the term “**main supply route**” from JP 4-01.5.

- Removed the term “**materials handling equipment**” from JP 4-01.5.
- Removed the term “**military standard transportation and movement procedures**” from JP 4-01.5.
- Removed the term “**movement control**” from JP 4-01.5.
- Removed the term “**non-unit cargo**” from JP 4-01.5.
- Removed the term “**petroleum, oils, and lubricants**” from JP 4-01.6
- Removed the term “**port complex**” from JP 4-01.5.
- Removed the term “**refraction**” from JP 4-01.6.
- Removed the term “**rough terrain container handler**” from JP 4-01.6.
- Removed the term “**single-anchor leg mooring**” from JP 4-01.6.
- Removed the term “**special cargo**” from JP 4-01.5.
- Removed the term “**spreader bar**” from JP 4-01.6.
- Removed the term “**stowage plan**” from JP 4-01.5.
- Removed the term “**supercargo**” from JP 4-01.5.
- Removed the term “**terminal**” from JP 4-01.6.
- Removed the term “**terminal operations**” from JP 4-01.5.
- Removed the term “**throughput capacity**” from JP 4-01.5.
- Removed the term “**tophandler**” from JP 4-01.6.
- Removed the term “**transportation component command**” from JP 4-01.6.
- Removed the term “**transshipment point**” from JP 4-01.5.
- Removed the term “**turnaround**” from JP 4-01.5.

Since October 2022, proponency for the following joint terms has changed within *DOD Dictionary of Military and Associated Terms* dated 15 February 2023:

- The terms “**maritime pre-positioning force operation, offshore bulk fuel system, sea state**” changed from JP 4-01.6 to JP 4-18.
- The terms “**maritime terminal, strategic sealift**” changed from JP 4-01.5 to JP 4-18.

ARMY PUBLICATIONS COMING SOON

These publications are nearing the end of the authentication process and will be published in the next 30–45 days.

Publication No.	Publication Title
ATP 3-01.15	MTTP for Air and Missile Defense
ATP 3-07.10	MTTP for Advising Foreign Security Forces
ATP 3-34.40	General Engineering
ATP 3-34.84	MTTP for Military Diving
ATP 3-90.40	MTTP for Combined Arms Countering Weapons of Mass Destruction
ATP 4-02.43	Army Health System Support to Army Special Operations Forces
ATP 4-93	Theater Sustainment Operations

PUBLICATION STAFFING STATUS

Several publications are currently undergoing external staffing (with a nearing suspense for comments). If you were not included in the original staffing process and wish to submit comments for the following publications, please contact CADD at usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil.

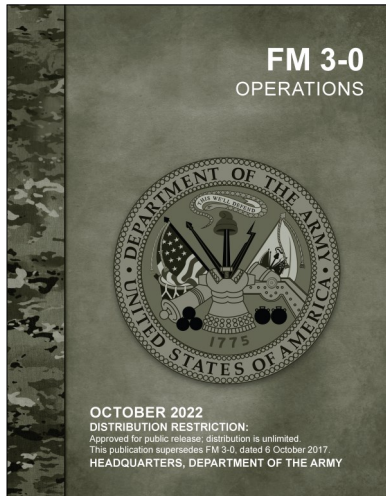
Send comment matrices either to the publication’s proponent or to the CADD mailbox. When CADD receives your feedback, CADD will forward your comments to the respective proponent. Currently, the following publications are out for staffing:

Publication No.	Publication Title	Draft	Comment Suspense Date
ATP 3-34.80	Geospatial Engineering	Final	20 May 2023
ATP 3-57.60	Civil Affairs Planning	Initial	01 May 2023
ATP 6-22.1	Providing Feedback	Initial	19 May 2023
ATP 3-57.50	Civil Knowledge Integration	Initial	30 June 2023

NEW ARMY PUBLICATIONS

FIELD MANUALS

Readers can access these at the APD website at <https://armypubs.army.mil/>.



FM 3-0 (Operations)

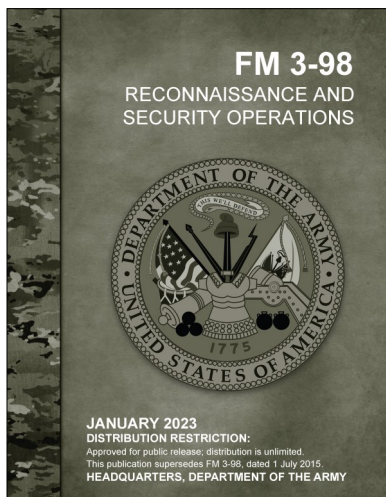
Audience: FM 3-0 is applicable to all members of the profession of arms: leaders, Soldiers, and Army Civilians. The principal audience for FM 3-0 is commanders, staffs, and leaders of theater armies, corps, divisions, and brigades.

Content: This publication establishes multidomain operations as the Army's operational concept. Multidomain operations are the combined arms employment of joint and Army capabilities to create and exploit relative advantages that achieve objectives, defeat enemy forces, and consolidate gains on behalf of joint force commanders. FM 3-0 establishes the tenets and imperatives necessary for Army forces to achieve success in the multidomain operational environment

Updates: FM 3-0 recognizes and defines multidomain operations, provides strategic contexts of competition, crisis, and armed conflict; introduces five physical domains understood through three dimensions; develops different tenets and new imperatives,

adjusts the operational framework to assigned areas; establishes the theater strategic level of warfare, discusses the unique requirements of maritime environments; and establishes a ninth form of contact—influence.

Also Read: ADPs 3-0, 3-90, 3-07, 3-05; FMs 3-05, 3-18, and 3-24.



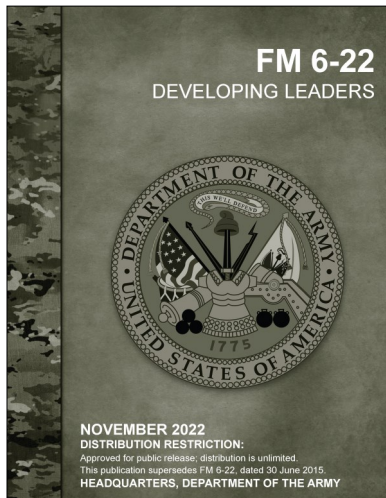
FM 3-98 (Reconnaissance and Security Operations)

Audience: The principal audiences for FM 3-98 are commanders, leaders, and staffs responsible for the planning, execution, or support of reconnaissance and security operations as well as instructors charged with teaching reconnaissance and security operations.

Content: FM 3-98 explains how effective reconnaissance and security operations generate depth, allow commanders reaction time and maneuver space, fight for information and collect information through stealth, protect forces against surprise, ease the forward movement of follow-on forces, and provide commanders with flexibility and adaptability.

Updates: FM 3-98

Also Read: JP 1, Volume 2,, JP 3-0; ADPs, 3-0, 3-07, 3-28, and 3-90.



FM 6-22 (Developing Leaders)

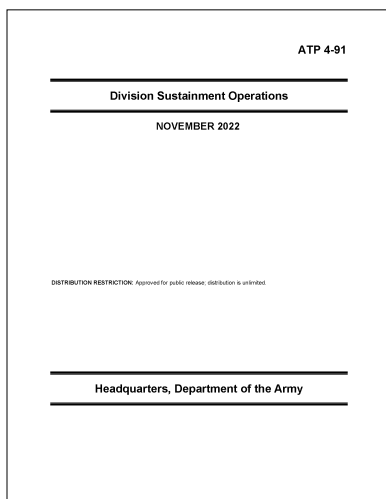
Audience: Army leaders, military and civilian looking to develop other leaders, improve their organizations, build teams, and develop themselves. FM 6-22 emphasizes the active process of teaching, training, coaching, mentoring, study, and learning required for developing Army leaders.

Content: FM 6-22 establishes a new leadership requirements model with the same popular tagline of “Be-Know-Do”. The manual then discusses the tenets for developing leaders and addresses the fundamentals for developing leaders in units by setting conditions, providing feedback and enhancing learning. The manual provides in-depth information on how to identify personal strengths and developmental needs while providing the recommend learning and developmental activities for leadership attributes and competencies.

Updates: Leadership Requirements Model updated to Be-Know-Do, differentiates and outlines the importance of feedback and describes in detail counseling, coaching, and mentoring.

Also Read: ADP 6-22, ATPs 6-22.1 & 6-22.6, DODI 1430.16, AR 350-1

ARMY TECHNIQUES PUBLICATIONS



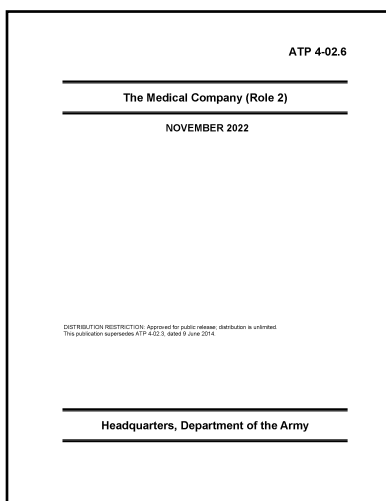
ATP 4-91 (Division Sustainment Operations)

Audience: The principal audience for ATP 4-91 is commanders and division staff assigned to divisions and division sustainment brigades.

Content: ATP 4-91 provides sustainment doctrine at echelon. It describes sustainment support at the division echelon with particular emphasis on the division sustainment brigade, division sustainment troops battalion, and the division sustainment support battalion.

Updates: ATP 4-91 describes division-level sustainment organizations and explains sustainment planning at the division level. Later chapters describes sustainment support to offensive and defensive operations and considerations for the DSB establishment, operation, protection, and displacement.

Also Read: ADP 4-0; FM 3-0, FM 4-0; ATP 3-91.



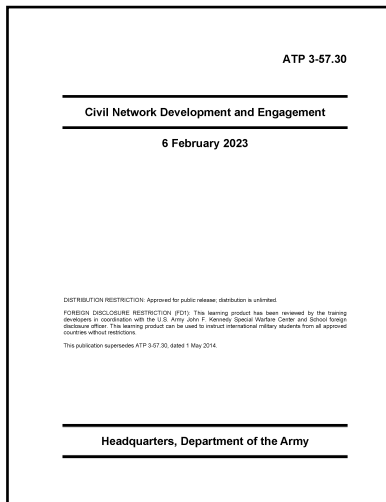
ATP 4-02.6 (The Medical Company (ROLE 2))

Audience: The principal audiences for ATP 4-02.6 are all commanders and their staffs, command surgeons, medical planners, and Army Medicine personnel.

Content: ATP 4-02.6 provides information on the structure and operation of medical companies in a Role 2 capacity with the theater of operation. It outlines the responsibilities of the medical company and provides definitive information and doctrinal tools on planning, rehearsing, and conducting Army Health System support at the company level.

Updates: Discusses the medical company’s support to large-scale combat operations in large-scale combat operations.

Also Read: JP 4-02; FM 4-02; ATPs 4-02.2, 4-02.4, 4-02.10, & 4-02.55.



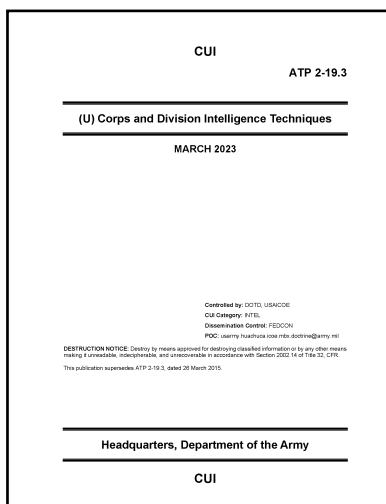
ATP 3-57.30 (Civil Network Development and Engagement)

Audience: The principal audiences for ATP 3-57.30 include civil affairs Soldiers and leaders that plan, develop, train, mobilize, leverage, interact with, are supported by, and integrate civil networks.

Content: ATP 3-57.30 discusses how civil affairs forces identify existing or develop new civil networks to integrate information, capabilities, and resources that provide effects within military operations or to civilian led stabilization activities across the competition continuum.

Updates: ATP 3-57.30 provides the framework for civil network development (CNDE) and engagement and explains in detail how to create and execute a CNDE plan.

Also Read: JP 3-57; ADP 3-07; FMs 3-07, 3-57; ATPs 2-33.4, 5-0.1, 5-0.6.



ATP 2-19.3 (Corps and Division Intelligence Techniques) (CAC/PIV required)

Audience: The principal audience for ATP 2-19.3 is Soldiers assigned to intelligence activities organized as part of corps and division headquarters/formations.

Content: ATP 2-19.3 emphasizes the intelligence warfighting function.

Updates: ATP 2-19.3 discusses how the intelligence warfighting function contributes to combined arms operations, describes the organization of the intelligence cell, and describes how to execute corps and division intelligence-related tasks that occur within a unit's battle rhythm.

Also Read: JP 2-0; ADPs 2-0, 3-0; FMs 2-0, 3-0, 3-55; ATP 2-01.

Below is a list of other ATPs published since October of 2022:

ATP 3-09.34 (Multi-Service Tactics, Techniques, and Procedures for Kill Box Planning and Employment)

ATP 3-50.10 (Multi-Service Tactics, Techniques, and Procedures for Personnel Recovery)

ATP 3-39.11 (Military Police Special Reaction Teams)

ATP 4-44 (Water Support Operations)

ATP 3-18.12 (Special Forces Waterborne Operations)

ATP 3-12.3 (Electromagnetic Warfare Techniques)

ATP 3-12.4 (Electromagnetic Warfare Platoon)

ATP 4-35 (Munitions Operations)

ATP 1-02.1 (Multi-Service Tactics, Techniques, and Procedures for Multi-Service Brevity Codes)

ATP 3-35 (Army Deployment and Redeployment)

ATP 4-91 (Field Army and Corps Sustainment Operations)

ARMY DOCTRINE TERMS

Since October 2022, the Army doctrine community has added, modified, or rescinded the following terms..

NEW ARMY TERMS, DEFINITIONS, AND ACRONYMS:

close operations - Tactical actions of subordinate maneuver forces and the forces providing immediate support to them, whose purpose is to employ maneuver and fires to close with and destroy enemy forces. (FM 3-0)

conventional warfare - A violent struggle for domination between nation-states or coalitions of nation-states. (FM 3-0)

convergence - An outcome created by the concerted employment of capabilities from multiple domains and echelons against combinations of decisive points in any domain to create effects against a system, formation, decision maker, or in a specific geographic area. (FM 3-0)

cyberspace domain - (Army) The interdependent networks of information technology infrastructures and resident data, including the Internet, telecommunication networks, computer systems, embedded processors and controllers, and relevant portions of the electromagnetic spectrum. (FM 3-0)

deep operations - Tactical actions against enemy forces, typically out of direct contact with friendly forces, intended to shape future close operations and protect rear operations. (FM 3-0)

domain - Defined portion of an operational environment requiring a unique set of warfighting capabilities and skills. (FM 3-0)

endurance - The ability to persevere over time throughout the depth of an operational environment. (FM 3-0)

human dimension - Encompasses people and the interaction between individuals and groups, how they understand information and events, make decisions, generate will, and act within an operational environment. (FM 3-0)

information dimension - The content and data that individuals, groups, and information systems communicate and exchange, as well as the analytics and technical processes used to exchange information within an operational environment. (FM 3-0)

informational considerations - Those aspects of the human, information, and physical dimensions that affect how humans and automated systems derive meaning from, use, act upon, and are impacted by information. (FM 3-0)

lethality - The capability and capacity to destroy. (FM 3-0)

multidomain operations - The combined arms employment of joint and Army capabilities to create and exploit relative advantages to achieve objectives, defeat enemy forces, and consolidate gains on behalf of joint force commanders. (FM 3-0)

national strategic level of warfare - The level of warfare at which the U.S. government formulates policy goals and ways to achieve them by synchronizing action across government and unified action partners and employing the instruments of national power. (FM 3-0)

physical dimension - The material characteristics and capabilities, both natural and manufactured, within an operational environment. (FM 3-0)

rear operations - Tactical actions behind major subordinate maneuver forces that facilitate movement, extend operational reach, and maintain desired tempo. (FM 3-0)

reinforcing - A support relationship requiring a force to support another supporting unit. (FM 3-0)

relative advantage - A location or condition, in any domain, relative to an adversary or enemy that provides an opportunity to progress towards or achieve an objective. (FM 3-0)

sector - An operational area assigned to a unit in the defense that has rear and lateral boundaries and interlocking fires. (FM 3-0)

setting the theater - The broad range of activities continuously conducted to establish conditions for the successful execution of operations in a theater. (FM 3-0)

support area operations - The tactical actions securing lines of communications, bases, and base clusters that enable an echelon's sustainment and command and control. (FM 3-0)

theater strategic level of warfare - The level of warfare at which combatant commanders synchronize with unified action partners and employ all elements of national power to fulfill policy aims within the assigned theater in support of the national strategy. (FM 3-0)

zone - An operational area assigned to a unit in the offense that only has rear and lateral boundaries. (FM 3-0)

MODIFIED DEFINED TERM DEFINITIONS:

agility - The ability to move forces and adjust their dispositions and activities more rapidly than the enemy. (FM 3-0 reinstates with and modifies definition (issue date 1 OCT 2022))

ammunition supply point - A retail ammunition support activity where ammunition is received, stored, issued, and accounted for. (ATP 4-35 modifies definition (31 JAN 2023))

ammunition transfer holding point - A designated site operated by a brigade support battalion distribution company where ammunition is received, temporarily stored, or transferred, to supported units within a functional or multifunctional brigade. Also called ATHP. (ATP 4-35 modifies definition (31 JAN 2023))

irregular warfare - (Army) The overt, clandestine, and covert employment of military and non-military capabilities across multiple domains by state and non-state actors through methods other than military domination of an adversary, either as the primary approach or in concert with conventional warfare. (FM 3-0 reinstates with modified definition (issue date 1 OCT 2022))

redeployment - (Army) The transfer of forces and materiel to home and/or demobilization stations for reintegration or out-processing. (ATP 3-35 modifies definition)

PROPONENT CHANGED (NEW PROPONENT):

general support—reinforcing - (Army) A support relationship assigned to a unit to support the force as a whole and to reinforce another similar type unit. (FM 3-0, modifies definition, and becomes new proponent of this defined term (1 OCT 2022))

military government operations - Operations executed by Civil Affairs to provide expertise in the civil sector functions in order to establish transitional military authority or conduct support to civil administration. Also Called: MGO. (Army Dictionary Online, reinstates (16 NOV 2022) and makes FM 1-02.1 the temporary proponent until proponent manual published. Defined term erroneously removed from FM 3-57 (2021 edition) proponent manual.)

populace and resources control - Operations which provide security for the populace, deny personnel and materiel to the enemy, mobilize population and materiel resources, and detect and reduce the effectiveness of enemy agents. Populace control measures include curfews, movement restrictions, travel permits, registration cards, and resettlement of civilians. Resource control measures include licensing, regulations or guidelines, checkpoints (for example, roadblocks), ration controls, amnesty programs, and inspection of facilities. Most military operations employ some type of populace and resources control measures. (Army Dictionary Online, reinstates (16 NOV 2022) and makes FM 1-02.1 the temporary proponent until proponent manual published. Defined term erroneously removed from FM 3-57 (2021 edition) proponent manual.)

RESCINDED ARMY TERM DEFINITIONS:

ammunition load - No longer formally defined as an Army unique term. Adopts common English language dictionary definition for “ammunition” and “load” when used in conjunction. (ATP 4-35 proponent manual removes defined term (31 JAN 2023))

short ton - No longer formally defined as an Army unique term. Adopts common English language dictionary definition. (ATP 4-35 proponent manual removes defined term (31 JAN 2023))

Comment Resolution Matrix Formats

TRADOC Regulation 25-36, (TRADOC Doctrine Publishing Program), requires proponents use a comment resolution matrix (CRM) to document comment collection and rationale for adjudication. TR 25-36 does not designate if this adjudication must be in Microsoft Word or in Excel.

The Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 5120.01B outlines the base requirement for a CRM:

“...the proper format (e.g., all comments have a **proposed adjudication, rationales are included for rejected or modified critical and major review comments, the CRM is properly sorted, all attachments referenced in the CRM are included**, and matrices containing classified information are marked).”

TRADOC Pamphlet 25-40, (Publishing Program Procedures for Army Doctrinal and Training Publications), and TR 25-36 discuss the Army doctrine publishing program procedures. TP 25-40 follows the Department of the Army (DA) Pamphlet 25-40 with very limited deviation, adding to the Army standard as opposed to removing requirements. However, TR 25-36, does not have a parent DA publication with which to align nomenclature, title, and function. TR 25-36 guides the Army doctrine community to be consistent with joint doctrine when possible to include following similar development processes. This alignment includes the CRM.

Paragraph 4-13 of TR 25-36 requires a line-in/line-out format to provide, record, and adjudicate comments. TR 25-36 encourages but **does not require** proponents to use the Joint Staff Standard Comment Matrix (a Microsoft Word file) as a CRM. Most of the Army doctrine community uses the Joint Staff Standard Comment Matrix provided by Joint Staff J-7 at https://jdeis.js.mil/jdeis/jel/jel/ddrraafftt_pubs/commentmatrix.docx. The Army provides a CRM in an Excel spreadsheet. DA Form 7874, *Armywide—Staffing Comment Resolution Matrix*, provides the line-in/line-out format in Excel at https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1021562. Proponents can use either the Joint Staff Standard Comment Matrix or the DA Form 7874 to create their CRMs.

The Joint Staff Standard Comment Matrix and DA Form 7874 provide the same column headers and directions for line-in/line-out comments. Proponents can use Microsoft Word and Excel file types for creating CRMs.

If you have any questions, please contact CADD at usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil.

DA Form 7874, Army-Wide Staffing Form https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1021562

Joint Staff Standard Comment Matrix https://jdeis.js.mil/jdeis/jel/jel/ddrraafftt_pubs/commentmatrix.docx (CAC required)

CJCSM 5120.01B, 6 November 2020, https://jdeis.js.mil/jdeis/new_pubs/cjcs5120_01b.pdf (CAC required)

Doctrinal Deep Dive: Tempo

The idea of tempo takes on multiple forms with nuanced applications across US Army doctrine and regulations (tempo, OPTEMPO, PERSTEMPO, etc.). Despite their differences, they all have one thing in common: each term focuses on rate. This could be rate of operations, major end item usage, unit deployments, or individual Soldier deployments. These terms have barely noticeable modifiers; without context and working definitions it is easy to confuse tempo in its various forms.

Until 2008, Army doctrine used the common English definition of *tempo* (See FM 100-5, *Operations*, 1 July 1976). It became a capstone doctrinal term in February 2008 with publication of FM 3-0. Since then, the definition of tempo has stayed the same in its current proponent manual ADP 3-0, July 2019: “Tempo is the relative speed and rhythm of military operations over time with respect to the enemy. It reflects the rate of military action.” (para 2-40). It should be noted that tempo is one of the Army’s characteristics of the offense (along with surprise, concentration, and audacity, FM 3-0, October 2022) and also one of ten elements of operational art listed in ADP 3-0.

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About Tempo....

ADP 3-0 (Proponent):
“Tempo is the relative **speed and rhythm** of military **operations** over **time** with respect to the **enemy**. It reflects the rate of military action.”

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Operational tempo is not a defined term in Army doctrine but occurs in rare instances across capstone and keystone publications when describing tempo. This is an acceptable English usage form to gain variety, but authors should be aware that “operational” describes one of the four levels of warfare, whereas “tempo” is not limited to a single level of warfare. Using this phrase could mislead readers to conclude that tempo (in this case) strictly applies to combatant commands and their Service or functional components. (See FM 3-0 for discussion on the levels of warfare.)

In the context of readiness reporting, there are several uses for tempo. *Operating tempo* (OPTEMPO) focuses on Army combat systems, described in AR 220-1 as: “the annual operating miles, or hours for the major equipment system in a battalion-level or equivalent organization. Commanders to forecast and allocate funds for fuel and repair parts for training events and pro-grams use operating tempo.” (p. 100). Commanders consolidate these numbers for a monthly unit status report. Both FM 1-02.1 and the DOD Dictionary list OPTEMPO in acronym form without accompanying definition, which may explain some of its misuse.

Operations tempo focuses on how often Army units conduct operations. It is “The rate at which units of the Armed Forces are involved in military activities, including contingency operations, exercises, and training deployments.” (AR 220-1, p. 100). Operations tempo is not only critical to unit status reporting, but also to the sustainable readiness process used to maintain appropriate manning levels and readiness across the Army. This is not a term used in doctrine.

The Army human resources community uses the term personnel tempo (PERSTEMPO) defined in AR 600-8-6 as; “the Army’s method to track and manage individual rates of deployment (time away from home), unit training events, special operations and/or exercises and mission support in TDY status.” (p. 23). Although PERSTEMPO does not have application in capstone and keystone doctrine, it serves a critical role in supporting operational planners. Personnel accounting and strength reporting in the operational environment supports commanders with replacement operations while identifying sustainment requirements to maintain tempo.

Continued on Pg. 14

Trends: Across Army capstone and keystone doctrine, the term tempo is applied with general accuracy. This is probably because operational-level ADPs and FMs don't normally intersect with reporting and readiness regulations. In draft Army doctrine, however, misuse of tempo is more common. Of the 63 unclassified publications staffed through the Combined Arms Doctrine Directorate in 2022, roughly 28% misapplied tempo in one form or another and 12% of these publications (8 total) were in final draft form. In most cases these manuals used operating tempo, OPTEMPO, or operations tempo where the defined and simple application of tempo would suffice.

The greatest misuse, however, occurs daily in professional conversation. Army professionals often use OPTEMPO as a catch phrase or jargon to describe things that happen quickly (missions, training, operations, planning, production, etc.) instead of using tempo with a descriptor (high, fast, rapid etc.). As alluded to earlier, this mistake is easy to make, given that OPTEMPO is listed in FM 1-02.1 and the DOD dictionary without a definition.

To stay within the spirit of these doctrinal terms, authors should become familiar with tempo as spelled out in ADP 3-0 and FM 3-0 and follow these few suggestions:

- Keep tempo separate from its variants in the readiness and reporting Army regulations and their communities (OPTEMPO, operations tempo and PERSTEMPO).
- For variance, authors could supplement tempo, e.g., "high/low tempo" or even "tempo of operations". Authors should be mindful that tempo already contains much needed doctrinal ingredients (speed, rhythm, operations, time, and enemy) and we risk repetition with these modifiers (Think of the expression ATM machine).
- Operational tempo, although not a defined Army term can be used in common English application. Just be mindful that it can create confusion given that operational is also a level of warfare.

As for daily conversation and correspondence, there are no doctrinal police that will monitor you as a professional for misuse of terms. All the terms discussed above will inevitably be used in jargon or colloquial form. When required, professionals should focus the conversation to ensure meaning and context are conveyed, being ever mindful of the idiom; "words have meaning."

Tempo in Review

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ADP 3-0 OPERATIONS

Army Regulation 600-8-6
Personnel Accounting and Strength Reporting

Regulation 220-1
Army Unit Status Reporting and Force Registration-Consolidated Policies

Tempo ≠ **Operating tempo (OPTEMPO)**
Operations tempo
Personnel tempo (PERSTEMPO)

For variance (When using tempo) use:

- "High/low tempo"
- "Tempo of operations" (Although this is redundant)
- "Operational tempo" (Be mindful operational is also *level of war*)

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References:

ADP 3-0. *Operations*. 31 July 2019.

AR 220-1. *Army Unit Status Reporting and Force Registration- Consolidated Policies*. 16 August 2022.

AR 600-8-6. *Personnel Accounting and Strength Reporting*. 27 June 2022.

FM 3-0. *Operations*. 6 October 2017 (w/Change 1).

FM 3-0. *Operations*. 27 February 2008 (w/Change 1).

FM 1-02.1. *Operational Terms*. 9 March 2021.

FM 101-5-1. *Operational Terms and Graphics*. 30 September 1997.

FM 100-5. *Operations*. 1 July 1976.

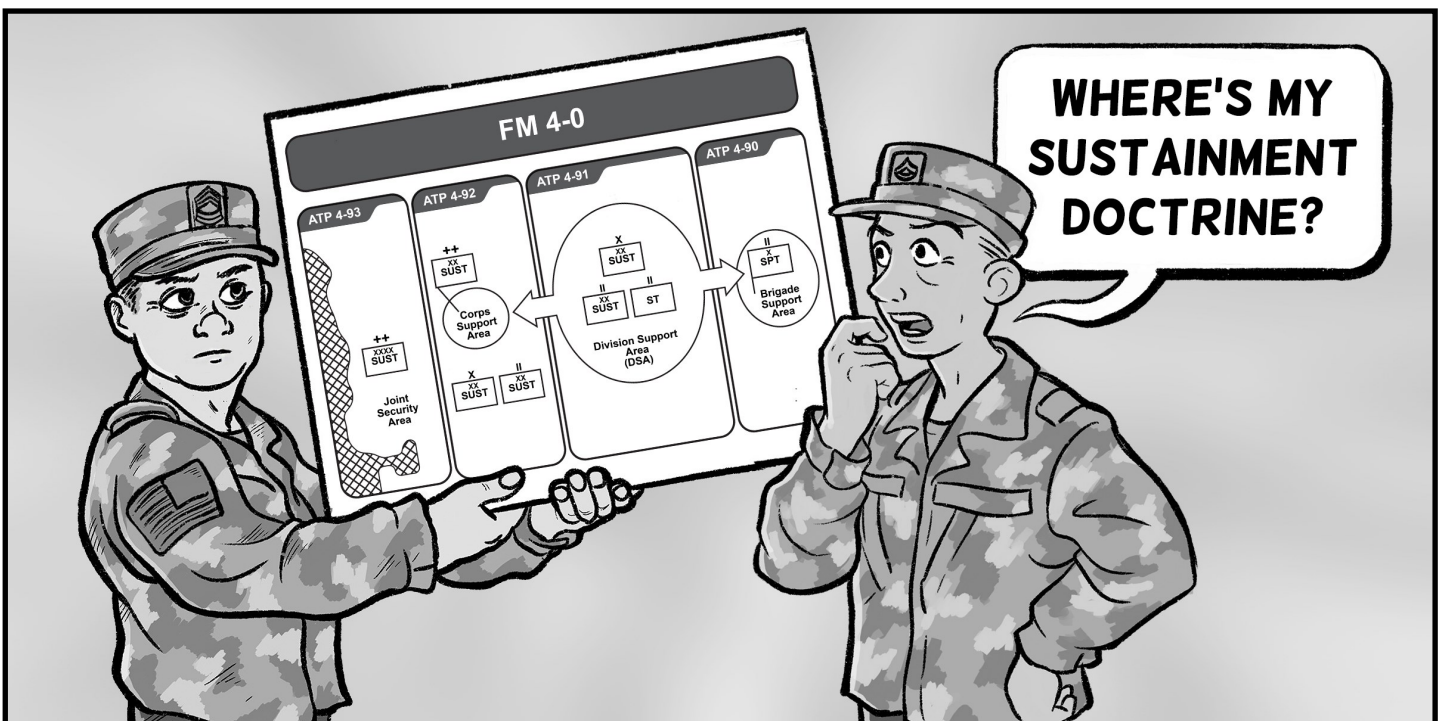
Echelon Sustainment Doctrine

With the publication of FM 4-0 in 2019, the sustainment warfighting function began the transition to sustaining large-scale combat operations in support of unified land operations. The publication of FM 3-0 in 2022 expands large-scale combat operations in support of multidomain operations that continue to drive the changes to the sustainment warfighting function. The new sustainment doctrine manuals continue the shift to a holistic discussion of how we sustain forces at echelon.

These publications describe sustainment operations across the four elements of sustainment – logistic, personnel services, financial management, and health service support, at the theater, field army and corps, and division echelons. These new manuals, ATP 4-93 (Theater Sustainment Operations), ATP 4-92 (Field Army and Corps Sustainment Operations), and ATP 4-91 (Division Sustainment Operations) address sustainment roles, functions, tasks, characteristics, organizational designs, and command post activities to support operations at echelon. These sustainment manuals are intended to be a companion manual to ATP 3-93 ATP 3-92 and ATP 3-91, shifting the focus from organization-based to echelon-based operations by level of warfare within the context of competition, crisis, and armed conflict. Multiple sustainment ATPs have been consolidated and reorganized to reflect this transition:

- ATP 4-91 (Army Field Support Brigade), transitioned to ATP 4-98; then superseded and replaced with ATP 4-91 (Division Sustainment Operations)
- ATP 4-92 (Contract Support to Unified Land Operations), transitioned to ATP 4-71; then superseded and replaced with ATP 4-92 (Field Army and Corps Sustainment Operations)
- ATP 4-93, Sustainment Brigade, material incorporated into ATP 4-92 and ATP 4-93; then superseded and replaced with ATP 4-93, Theater Sustainment Operations
- ATP 4-0.1, Army Theater Distribution, rescinded. Key material incorporated into ATP 4-93, 4-92, and 4-91
- ATP 4-94, Theater Sustainment Command, rescinded. Key material incorporated into ATP 4-93 and ATP 4-92

When published, these updates allow doctrine users to trace sustainment doctrine to the corresponding maneuver doctrine.



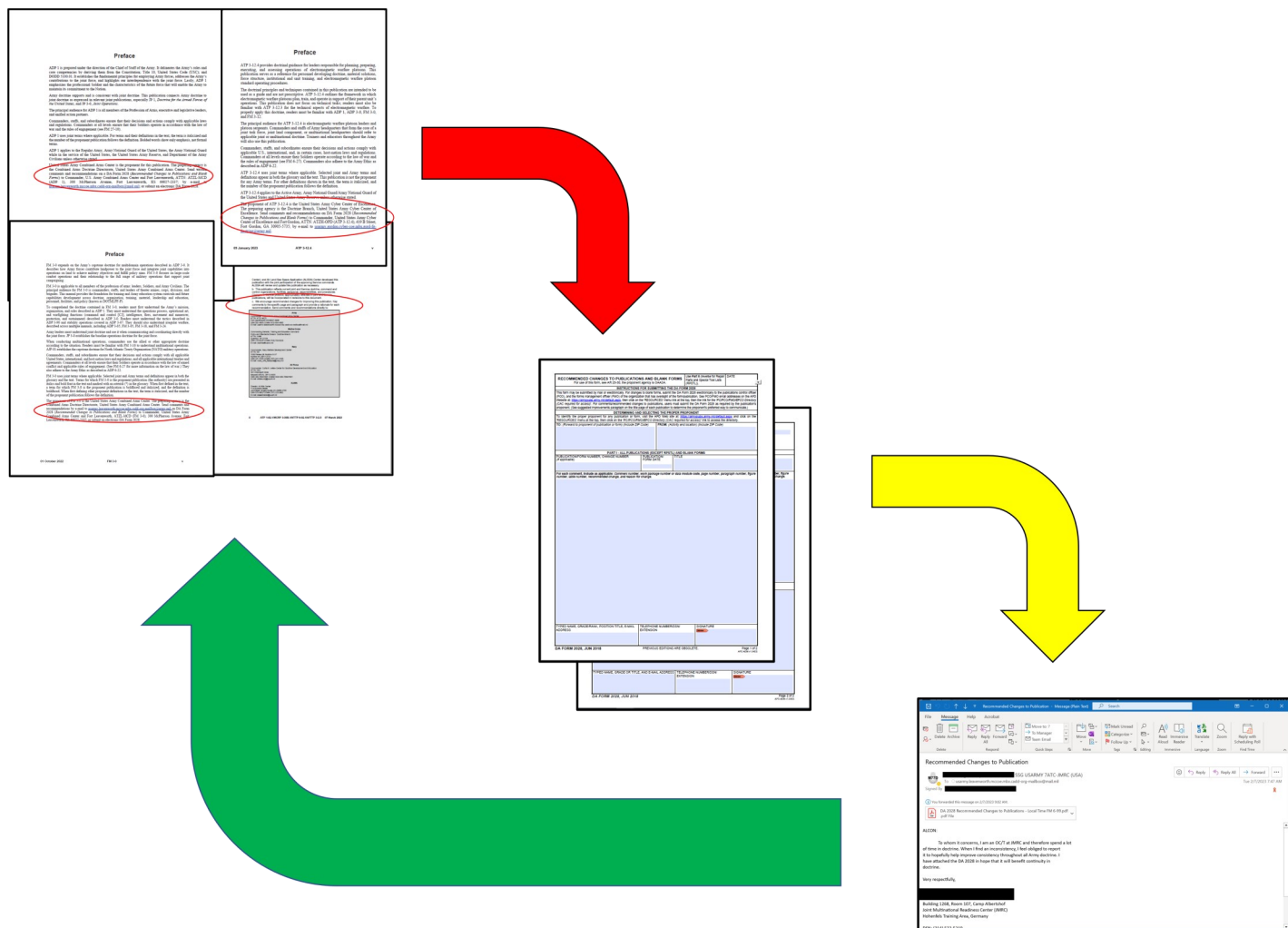
Recommending Changes to Publications

Doctrine writing teams actively seek feedback from the force through the worldwide staffing process during doctrine production. This process helps provide Soldiers with the best possible product and ensures that members of multiple different backgrounds participate in the doctrine process.

Writing teams receive significant and essential feedback during staffing. But **did you know that anyone can recommend updates to doctrine at any time?** Soldiers do not need to wait for worldwide staffing to provide feedback.

The preface of every book in the Army's doctrine library contains contact information for proponents and instructions on how the force can help maintain the Army's body of work. Each preface identifies the book's proponent and provides an email address where Soldiers can submit recommendations for improvement, help writing teams identify errors, or help writing teams identify and resolve potential conflicts with other doctrinal publications.

Soldiers identifying potential updates can complete and submit a DA Form 2028, *Recommended Changes to Publications and Blank Forms*, and submit it to the doctrinal proponent. The majority of the submissions are incorporated into planned routine updates, but some are significant enough that they drive immediate change processes.



Ordering Hardcopy Publications

The publication of the FM 3-0 has demonstrated a demand for hardcopy. Please see below for information and references for ordering copies of publications for your unit.

Doctrine is the collective institutional memory of the U.S. Army. Doctrine is available in electronic form as portable document format (PDF) and currently for select publications as electronic books (eBook) at <https://armypubs.army.mil/>. CADD promotes the accessibility of unclassified publications with unlimited distribution via personal electronic devices and computers. Hardcopy print is available for order to authorized organizations. Publication requests require a valid **publications account** routed through the organization's **publications account holder**.

Publications accounts are **available and authorized** for **eligible** organizations in the U.S. Army and Department of Defense. Reserve, National Guard, TDA (table of distribution and allowance) units, and DoD agencies with recurring needs for Army publications are authorized publications accounts. See chapter 5, section II of DA Pam 25-38 for more information.


Publications account holder with common access card access can order publications at <https://www.orderportal.army.mil/>.

Organizations requiring a **publications account** must complete a **DA Form 12** (see https://www.orderportal.army.mil/pdf/Instructions_for_DA_Form_12.pdf) routed through the unit's respective **Directorate of Installation Management's (DoIM) Publication's Control Officer (PCO)**. DA Form 12 establishes the organization's publications account holder and authorized user of the Order Portal (<https://www.orderportal.army.mil/>). Your installation PCO will be able to assist your organization to identify your publications account holder and account number.

Further information on establishing and maintaining accounts can found in the following Army Regulations:

DA Pam 25-38, *Army Printing and Distribution Procedures*, chapter 5, page 21, para. 5-17 (https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN30846-PAM_25-38-000-WEB-1.pdf)

DA Pam 25-40, *Army Publishing Program Procedures*, chapter 11, page 121. (https://www.orderportal.army.mil/pdf/PAM_25_40.pdf).

 US Army Combined Arms Center <small>SOLDIERS AND LEADERS - OUR ASYMMETRIC ADVANTAGE</small>	ORDERING HARDCOPY PUBLICATIONS
<ul style="list-style-type: none"> <input type="checkbox"/> Publication requests require a valid publications account routed through the organization's publications account holder. <input type="checkbox"/> A publications account holder with CAC access can order publications at https://www.orderportal.army.mil/. <input type="checkbox"/> Organizations requiring a publications account must complete a DA Form 12 (see https://www.orderportal.army.mil/pdf/Instructions_for_DA_Form_12.pdf) through the unit's respective directorate of installation management's publication's control officer (PCO). <input type="checkbox"/> DA Form 12 establishes the organization's publications account holder and authorized user of the order portal (https://www.orderportal.army.mil/). <input type="checkbox"/> Your installation PCO will be able to assist your organization to identify your publications account holder. <input type="checkbox"/> Doctrine is available in electronic form as PDF and currently for select publications as eBook at https://armypubs.army.mil/. • For questions or concerns call Media Distribution Division-St Louis customer service at 314-592-0910/DSN 693-9606 or e-mail usarmy.stlouis-mo.106-sig-bde.mbx.apdcustsrv@army.mil. • Ref. page 121, chapter 11, Department of the Army Pamphlet 25-40, Army Publishing Program Procedures (https://www.orderportal.army.mil/pdf/PAM_25_40.pdf) 	

DOCTRINE WORD TEMPLATE

A new doctrine template is currently under development. It is being built using Word 365 and is currently being reviewed by select editors throughout the Army. There are several goals we have for creating a new template. One of those goals is to eliminate superfluous actions currently necessary, such as the need to manually update chapter titles within the chapter title field.

There is currently no date set to roll out the template; however, we are working to deploy it sometime in 2023. Once the template is ready for Army-wide use we will send out communication through various channels. For questions or feedback about the new template, contact ADPD at usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil.

ARMY DOCTRINE DEVELOPMENT TOOL (ADDT)

CADD is working to configure a web-based application accessible via common access card allowing any active Service member, Department of Defense civilians, and contractors to comment on doctrine. All readers and communities of practice will be able to contribute to the Army's institutional memory. Doctrine writers will be able to consolidate and sort comments quickly after staffing. The goal of ADDT is to reduce the time comments are adjudicated and next draft is released or published. ADDT is a configuration of the Joint Doctrine Development Tool (JDDT) which has been in use since 2010 by the joint community for staff coordination of JPs. The Army will benefit from JDDT's previous development cycles and apply business practices from TRADOC Regulation 25-36, and TRADOC Pamphlet 25-40.

CADD will conduct a series of limited pilots prior to release, tentatively, in the second quarter of 2024. More information will be released at the Doctrine Developers Forum in September of 2023 and in the October 2023 Newsletter. If you have any questions or would like more information please contact CADD at the usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil.

COMPREHENSIVE DOCTRINE GUIDE

The Comprehensive Doctrine Guide provides command teams an interactive and inclusive look at current ADPs, FMs, and some ATPs. Users can connect with doctrine by using the website's robust infrastructure built on three pillars: Army doctrine, organization of the Army, and joint and multinational. The Army doctrine link displays a "clickable" version of each ADP that allows users to view the current publication, published logic maps, and a short briefing covering the doctrine's key ideas. Organization of the Army utilizes responsive military symbols and task organizations to provide users with current FMs and ATPs. Lastly, the joint and multinational section offers a multitude of links to national strategies, joint doctrine, and NATO STANAGs. The comprehensive look will act as a potent tool for organizational-level leaders and benefit entire formations when shared with tactical-level leaders.

The Comprehensive Doctrine Guide is fully downloadable and maintains 100% accurate doctrine publications by automatically linking manuals to the APD website. Only doctrine with distribution limits are behind a CAC-required entry. For a guided video tour of the CDG, please visit the CADD YouTube page at <https://www.youtube.com/watch?v=rFjapnw6AiU>.

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The Army wants you to stay informed with the latest publications. Now you can have access to all doctrine in the palm of your hand!

COMPREHENSIVE DOCTRINE GUIDE AUDIO BOOKS BREAKING DOCTRINE PODCAST (APPLE) BREAKING DOCTRINE PODCAST (GOOGLE)

ARMY DOCTRINE AUDIOBOOKS

CADD continues to expand the offering of Army doctrine audiobooks. In FY22, CADD produced 38 audiobooks, focusing production on FMs and ATPs. For FY23 audiobooks thus far, CADD completed FM 3-0 and FM 6-22, while many others continue through the various stages in the production process. Stay tuned. Listeners can stream or download the audiobooks to PCs, phones, or mobile devices at—

https://rdl.train.army.mil/catalog/search?current=true&search_terms=audiobook

Publication Number	Publication Title	Publication Date	Status
FM 3-0	Operations	Oct-22	Complete
FM 6-22	Developing Leaders	Oct-22	Complete
ATP 3-93	Theater Army Operations	Aug-21	DRAFT Received
ATP 4-91	Division Sustainment Operations	Oct-22	DRAFT Received
FM 3-01.44	Short Range Air Defense Operations (SHORAD)	Jul-22	DRAFT Received
FM 3-98	Recon and Security Ops	Jan-23	Production
ATP 3-13.5	Soldier and Leader Engagement	Dec-21	DRAFT Received
ATP 4-16	Movement Control	Apr-22	DRAFT Received
ATP 4-35	Munitions Operations	Jan-22	Production
ATP 4-43	Petroleum Supply Operations	Apr-22	Scripting - pronunciations (TBA)
ATP 3-21.18	Foot Marches	Apr-22	Scripting - pronunciations (TBA)
ATP 4-90.5	Logistics Platoon Leader	Nov-21	Production
ATP 3-35	Army Deployment and Redeployment	Mar-23	Scripting
ATP 4-92	Field Army and Corps Sustainment Operations	Mar-23	Scripting

CADD'S "BREAKING DOCTRINE" PODCAST

In June 2020, CADD created *Breaking Doctrine*, the official podcast of CADD. The podcast explores timely topics of interest regarding current and emerging Army and joint doctrine, through discussion with Army and other Service professionals. Guests are subject matter experts in their respective fields, with extensive doctrinal knowledge and years of operational experience. CADD presents candid discussions, analysis, perspective, and insight on doctrine. The objective is to enhance doctrinal understanding across the force. So take a break and check out *Breaking Doctrine*, on Apple Podcast or Google Podcast websites. Recently published and forthcoming episodes include discussion on the following topics:

Coming Soon:

- Episode 41 - The Army in Maritime Operations
- Episode 40 - Division Training at NTC

Available Now:

- Episode 39 - Developing the Next Generation
- Episode 38 - Reconstitution
- Episode 37 - Gap Crossing
- Episode 36 - FM 3-0 Implementation
- Episode 35 - FM 3-0 Writing Team Talks
- Episode 34 - Combined Arms at NTC

- Episode 33 - METT-TC(I)

You can find *Breaking Doctrine* at—

Apple Podcast:

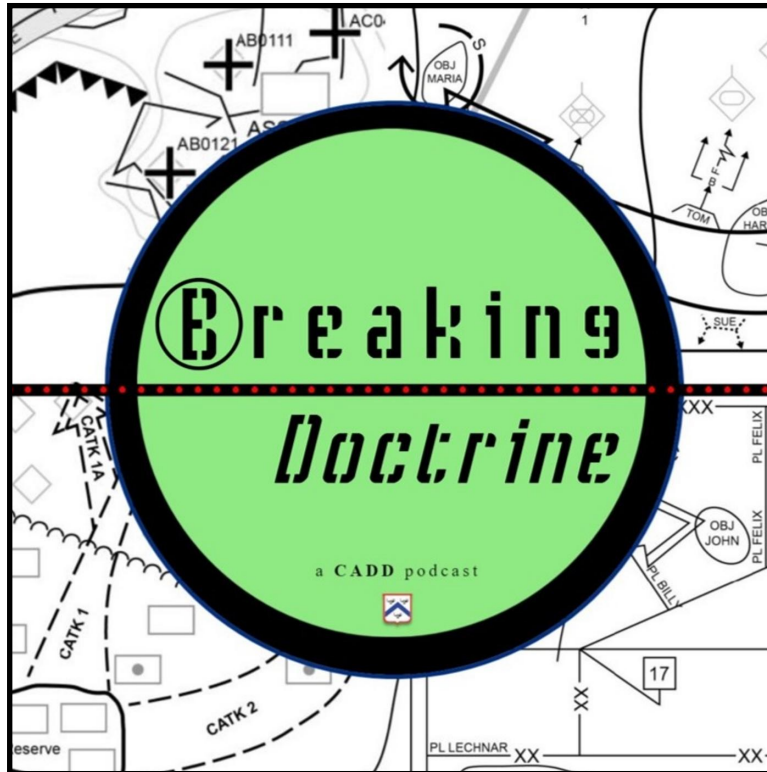
<https://podcasts.apple.com/us/podcast/breaking-doctrine/id1522992251>

Google Podcast:

https://podcasts.google.com/feed/aHR0cHM6Ly9wb2RjYXN0LmJs2luY29yZS51c2dvdmNsb3VkYXBpLm5ldC9jYWRkL0JyZWFrYW5nX0RvY3RyaW5lLnhtbA?sa=X&ved=2ahUKEwiJp7L_x6rrAhXYhHIEHSJfCCoQ4aUDegQIARAC

Spotify:

<https://open.spotify.com/show/1v1WqvlRgw4tZ2NbKgFyjV>



CADD'S YOUTUBE CHANNEL

Two years ago, CADD started producing doctrine-related videos. CADD created a series called Doctrine Digest. Three to five minutes in length, each video features a Soldier explaining a doctrinal term or concept. Much like Breaking Doctrine podcasts, the videos are intended to enhance doctrinal knowledge across the force. With all of the content being produced, CADD realized it needed a place to host it. So, also two years ago, the CADD YouTube channel was born. CADD has now produced over 117 videos with more on the way, including a recently released, in-depth series on the new FM 3-0. CADD has been reaching out to Army institutional training organizations at the centers of excellence, and the products are now included in programs of instruction and provided as references for students. The videos are released weekly on the CADD YouTube channel and shared across CADD social media feeds. You can check us out at—

<https://www.youtube.com/channel/UC2SiG8uqqwSz584Ld9MdNxx/videos>

Continued on Pg. 21

**DOCTRINE DIGEST
ARMY LEADERSHIP
REQUIREMENTS MODEL**



FM 6-22, Developing Leaders, provides a doctrinal framework for how leaders develop other leaders, improve organizations, build teams, and develop themselves. SGM Jelani Edwards of the Mission Command Center of Excellence explains the framework leaders use to lead our formations.
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**DOCTRINE DIGEST
FM 6-22
SELF-DEVELOPMENT**



FM 6-22 Developing Leaders covers a wide range of subjects that help current leaders develop future leaders. But how can we develop ourselves? Tools like the Individual Development Plan (IDP) help us design goals and map out the strategies to achieve those goals. Captain Wyatt Harper breaks down the four phases of self-development.
BE ALL YOU CAN YOU BE

**DOCTRINE DIGEST
FM 6-22
DEVELOP COHESIVE TEAMS**



Soldiers come and go. Missions change. We have to develop new teams all the time. How can we develop a cohesive team? FM 6-22 Developing Leaders describes what we have to consider. Watch Captain Wyatt Harper describe these considerations.
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**DOCTRINE DIGEST
DEVELOPMENTAL
ACTIVITIES**



FM 6-22 Developing Leaders is a publication dedicated to improving the performance of Soldiers. While we focus on developing Soldiers to accomplish the complex tasks asked of them, how can we develop ourselves? Captain Wyatt Harper discusses the details of self-development.
BE ALL YOU CAN YOU BE

**DOCTRINE DIGEST
GAP CROSSING
TERMS**



ATP 3-90.4 Combined Arms Mobility describes a gap crossing as the projection of combat power across a linear obstacle (wet or dry gap). This subject is too deep to cover in one Doctrine Digest. Captain Wyatt Harper covers some very basic terms used when it comes to gap crossing. Open up the "pub" for more!
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**DOCTRINE DIGEST
DIRECT FIRE
PLANNING & CONTROL**



Suppressing or destroying the enemy with direct fires is fundamental to success in close combat. There are eight principles to direct fire planning and control principles. Captain Wyatt Harper introduces the first four principles. Download ATP 3-21.10 Infantry Rifle Company for the rest!
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DOCTRINE DEVELOPERS FORUM



2023 Doctrine Developers' Forum is scheduled for **18–22 September 2023**. The Doctrine Developers Forum will be in the Fort Leavenworth McHugh Training Center. Presentations will be broadcast via Microsoft TEAMS for all Army Civilian professionals and Service members with access to participate. CADD intends to host an ice breaker event the evening of **18 September 2023**; more to follow. The Doctrine Developers' Forum is the opportunity for doctrine proponents to provide updates and feedback to the greater doctrine developer community. Information that influences supporting doctrinal manuals, definitions, regulations, and upcoming projects will be highlighted through briefings, presentations, and panels for proponent collaboration. CADD tentatively will request submissions from doctrine proponent and release a tentative forum agenda on or about **18 August 2023**.