

Doctrine Study Group

Phase 5

Doctrine System Style and Detail
for the
Office of Doctrine & Language

Doctrine Audience

- CG Personnel as a group are well educated. They are able and capable to absorb doctrine.

Doctrine Audience (2)

- It MUST be readable and understandable by both military (enlisted and officer) and civilian persons.
- Gen. C. C. Krulak – 1997 – “I expect all Marines; Enlisted & Commissioned Officer to read the text, to understand it, and act upon it.” – In the Forward to MCDP-1 “Warfighting, June 1997 regarding Marine Corp doctrine.

What should Doctrine look like?

- Doctrine must not only be useful, but more importantly usable. For a publication to be valuable, it must include information and thoughts that encourage personnel to return to it from time to time.
- The full benefit of a doctrine system will not be realized without a deliberate & accepted common language.
- Consistency of style & detail are also very important.

What should Doctrine look like? (2)

- Because Doctrine starts to bring us down from the 50,000 foot level of policy, how it is written is key to its success.
- Doctrine should be authoritative, but can not be written to exceed the authority of policy, therefore should be written as such.
- Through the creation of Doctrine, inconsistencies or gaps may be identified during the writing between policy, doctrine and TTP that require policy to be changed.

What should Doctrine look like? (3)

- Doctrine should be clear so it can be taught.
- When reading doctrine, it should be clear within the first sentence that the reader knows they are reading doctrine.
- Does not talk down to the audience.

What should Doctrine look like? (4)

- Like diamonds, doctrine should have four “C”:
 - Clarity – Clear that it is doctrine
 - Concise – Not one letter longer than it needs
 - Crisp – Has a “bite or punch” when read
 - Consistent – Because doctrine will be written by both FORCECOM and DCMS, the style it is written is the same

Common Rules for Writing

- The following are the common rules for writing used by the CG, DHS, and Chairman of the Joint Chiefs of Staff.
 - Doctrine must comply with Section 508 of the Rehabilitation Act of 1978, amended 1998. (CG Directive System Manual) – Ensures electronic documents can be read by persons with disabilities.
 - Margins are 1 inch Top/Bottom and 1.25 inches Left/Right (Microsoft Word defaults to 1.25 inches) (CG Doctrine Development System Manual)
 - Font is Times New Roman (Microsoft Word default) (CG Doctrine Development System Manual)

Common Rules for Writing (2)

- Pitch is 12 point (CG Doctrine Development System Manual, CG Directive System Manual)
- Number pages with Arabic numerals (e.g. 2, 3, 4, etc.) (CG Directive System Manual)
- Number Table of Contents pages with lower case Roman numerals (e.g. ii, iv, vii, etc.) (CG Directive System Manual)
- When using references (e.g. ref (a)), they are listed in order of use, not seniority.

Common Rules for Writing (3)

- When using color, use high contrasting foreground and background colors. (CJCS Doctrine Development Manual, CG Directive System Manual)
- Photos and other imbedded objects should only be used if they graphically illustrate a particular doctrinal point (CJCS Doctrine Development Manual) – This keeps the electronic size of the doctrine small so the bandwidth for viewing and downloading is minimized.

Common Rules for Writing (4)

- Exhibits/figures that are included should be placed closest to their first reference in the text. They are numbered sequentially in each chapter preceded by the chapter number and a dash (e.g. Exhibit 2-1) (CG Directive System Manual)
- Doctrine ***MUST*** be able to be read as if it was written by one person/voice. Multiple people may have input to one doctrine document, but it must read as though only one person wrote it.
- If a point, statement or action needs to be made so the reader understands it literally, it should be **BOLD** and in *Italics*.

Acronyms and Initialisms Usage

- Acronym – **A word** (as radar or snafu) formed from the initial letter or letters of each of the successive parts or major parts of a compound term.
 - Radar – *Radio detecting and ranging*
- Initialism – An acronym formed from initial letters (not a word)
 - FBI – *Federal Bureau of Investigation*

Acronyms, Abbreviations and Initialisms Usage (2)

- Because our Doctrine will be read by other services and agencies; use the following guidance for the use of acronyms and Initialisms:
 - Minimized
 - If used, is the acronym/ initialism listed in a common lexicon
 - If not listed in a common lexicon, spelled out to ensure all persons reading will understand acronym when mentioned in future text.

Acronyms, Abbreviations and Initialisms Usage (3)

- If the acronym/ initialism is listed in a common lexicon, ensure that it has the same meaning. If it doesn't you spell it out the first time, then use the acronym the remaining time throughout the text.
- If you are going to use the acronym two times or less in a text, do not use the acronym, spell it out each time.
- Avoid two-letter acronyms
- Avoid acronyms abbreviations of more than six characters.

Acronyms, Abbreviations and Initialisms Usage (4)

- Always use all capital letters
- Avoid numerals
- Do not use hyphens or slashes within a single acronym
- Do not combine two acronyms to create a third acronym
- Do not set a “precedence without end” by beginning a string of infinite variables of the same acronym.

Acronyms, Abbreviations and Initialisms Usage (5)

- Do not use an acronym that contains a large portion of the words.
- Do not create an acronym that already has many other widely-used spell outs.
- Do not create an acronym that is;
 - Unnecessary (e.g. U.S. Dollar does not need to be USD)
 - Too weak
 - Potentially ambiguous
 - Spell out is too thinly used
- Avoid the “O”, stick to the key words for the acronym
 - Avoid CF (Center for), CO (Council on), FO (Friends of), and O

Acronyms, Abbreviations and Initialisms Usage (6)

- Avoid acronyms that display insider jargon or local language, in deference to an unknown ultimate audience
- Avoid acronyms for titles
- No acronym letter should stand for another acronym
- Avoid acronyms that use unnecessary words to create a trademark or catchy word (e.g. DOG)

DHS Doctrine Style

- DHS's Integrated Planning System for Homeland Security Draft of 28 Nov 2008 did not contain any relevant information about style; however, it did stress the following:
 - It should be orderly, analytical and consist of logical steps to;
 - Identify a mission or requirement
 - Develop, analyze, and compare alternative courses of action
 - Produce a plan
 - Be flexible and responsive to dynamic conditions

Review and Approval Process

- When the approval/clearance process is started, comments will be contained to one of these four categories?
 - Critical Review
 - Does it conflict with established doctrine
 - Does it conflict with US or International Law
 - Does it contain flaws that contribute to confusion or unacceptable employment of forces
 - Major Review
 - The “thrust” of the doctrine is of concern
 - Contains a general area or areas of concern
 - Contains specific entries on a subject area or areas that, taken together, constitute a concern.

Review and Approval Process (2)

- Substantive Review
 - Does it have sections that appear to be or are incorrect, misleading, or confusing.
 - Does it have factual inaccuracies, voids, inconsistencies, or needless duplication of existing approved doctrine that should be addressed for clarity and/ or accuracy.
 - Approved doctrine contains a “better solution” that should be offered.
 - Contains flaws in approach, organization, or philosophy
- Administrative Review (this will be done primarily by the editor)
 - Is it written in the correct style for format
 - Does it contain typographical errors, grammatical , or editorial errors.

Questions for Consideration

- If doctrine focuses on more than one TTP, what/how will the change notification work?
- Will only Doctrine that is over 25 pages in length have a table of contents?
- Do we want to use the paragraph sequence that our current Directive System Manual requires (Purpose, Action, Directives Affected, etc.) or do we want Doctrine to be written with a flow like Pub 1 or other agency publications?

Questions for Consideration (2)

- “General” comments will not be allowed during the review process. In the CJCS model, comments should only fall into one of the four categories similar to what was indicated on the Review & Approval slides and include a rationale. Comments without a rationale or substantiation may be rejected without comments or just “noted”.

Questions for Consideration (3)

- Because doctrine is going to be written by FORCECOM (field) from policy written by DCO (HQ) an electronic controlled, secured, document tracking system is highly recommend for doctrine. ImageNow is one such system that is currently being used by the Coast Guard and is an approved COTS system.

References for Style

- The Coast Guard Correspondence Manual, COMDTINST M5216.4C, Chap. 10
- The Coast Guard Directives System, COMDTINST M5215.6E
- Standard Subject Identification Codes (SSIC) Manual, COMDTINST M5210.5D
- Coast Guard Doctrine Development System, COMDTINST M5120.3 (not approved yet)
- Joint Doctrine Development System, CJCSI 5120.02A
- DHS Lexicon – Terms and Definitions, 10/08
- DHS Lexicon – Acronyms and Abbreviations, 10/08