

maintenance of doctrinal publications will shift as the Strategic Modernization is completed to ensure service-wide guidance is provided at the appropriate command level.

5. DISCUSSION.

a. Coast Guard Doctrine Overview.

- (1) The Coast Guard defines doctrine as the fundamental principles and officially sanctioned beliefs guiding the Coast Guard in support of national objectives. Doctrine is authoritative but not directive, requires judgment in application, and provides decision makers and personnel a standard frame of reference.
 - (a) Doctrine embodies enduring fundamental principles which promote unity of purpose, guide professional judgment, and enable the Coast Guard to best fulfill national objectives.
 - (b) Doctrine pertains to the way in which policy and plans are developed; forces are organized, trained, and employed; and equipment is procured and maintained.
 - (c) Doctrine provides the principles to achieve organizational intent, performance, operations, readiness, support, and resource management.
 - (d) Coast Guard doctrine addresses both internal (Coast Guard) and external (Joint/DOD, inter-agency, international) principles.
 - (e) Doctrine defines how we work with multiple organizations or units. It provides a shared way of “how” to think, not “what” to think about.
 - (f) Doctrine guides tactics, techniques and procedures (TTP) and influences policy.
- (2) The purpose of Coast Guard doctrine is to codify best practices in order to enhance the effectiveness of our forces. It applies to all mission and support activities, and is written for those who:
 - (a) Provide strategic direction to Coast Guard forces;
 - (b) Employ Coast Guard forces;
 - (c) Conduct the operational and support activities of the Coast Guard;
 - (d) Prepare, train or educate Coast Guard forces that conduct operations;
 - (e) Are supported by Coast Guard forces (DHS, DOD, and interagency partners).
- (3) Coast Guard doctrine is based on existing capabilities, force structure, and materiel. Use of Coast Guard doctrine standardizes terminology, training, relationships, responsibility, and processes among forces to free commands and their staffs to focus their efforts on solving the strategic, operational, and tactical problems confronting them.

- (4) Coast Guard doctrine does not alter a commander's authority and obligation to exercise good judgment in determining the proper course of action under the prevailing circumstances at the time of decision. While definitive enough to guide actions, doctrine must be versatile enough to apply across a wide variety of situations.
- (5) When Commanders of Coast Guard units participate in joint, interagency or interdepartmental operations they should follow overarching doctrine and procedures approved by the Coast Guard. For doctrine and procedures not approved by the Commandant, commanders should evaluate and follow the doctrine if it is consistent with law and policy.

b. Influence of Coast Guard Doctrine.

- (1) Doctrine and Policy. Policy and doctrine are closely related, but they fundamentally fill separate requirements. Policy is prescriptive or restrictive direction, issued by an accountable person in authority, to accomplish a planned outcome.
 - (a) Policy can direct, assign tasks, prescribe desired capabilities, and provide guidance for ensuring the Coast Guard is prepared to perform its assigned roles; implicitly policy can therefore create new roles and a requirement for new capabilities. Conversely, doctrine enhances the operational effectiveness of the Coast Guard by providing authoritative guidance and standardized terminology on topics of relevance to the employment of resources.
 - (b) While doctrine and policy serve different purposes, policy makers and doctrine developers should work in close cooperation and strive to issue harmonized policy and doctrine when possible. When a void is identified, it is not always clear whether filling it will require new (or revised) doctrine or policy (or perhaps both). As a general rule, if the need can only be adequately addressed by using such prescriptive words as "shall" and "must" then the void is in policy and policy development should precede doctrine development.
 - (c) Policy that endures for an extended period of time can become doctrine, but policy is not doctrine and the two may not always agree.
 - (d) Policy is reflected in directives (Commandant Instructions, Manuals, Notices). As discussed below, higher level doctrine will be articulated in Coast Guard Publications. Tactics, Techniques, and Procedures will be documented in formats appropriate to the topic.
- (2) Doctrine and Strategy. Strategies are the prudent sets of ideas for employing Coast Guard forces to achieve national or multinational objectives. Doctrine is the link between existent capabilities and strategic objectives.
 - (a) Coast Guard doctrine provides information to senior leaders responsible for the development of strategies as to the core competencies, capabilities, and limitations of

Coast Guard forces. Understanding Coast Guard doctrine can help shape the development of realistic strategies.

- (b) In addition, Coast Guard doctrine provides other government agencies and nongovernmental organizations an opportunity to understand better the roles, capabilities, and operating procedures used by the Coast Guard, thus facilitating coordination.
- (3) Coast Guard Doctrine and Planning. Use of approved Coast Guard doctrine facilitates both planning for and execution of operational and support activities. While the process of “how to” accomplish planning can be codified in doctrine, and the selection of a course of action (COA) should be grounded in understanding the predictable practices articulated in doctrine, the final product of the planning is not doctrine. Coast Guard doctrine provides fundamental guidance on how activities are best conducted to accomplish a mission.
- (4) Doctrine and Training. Since it is generally accepted that we “train as we fight,” it follows that Coast Guard doctrine logically provides the foundation for training. Doctrinal publications, which are not intended to be textbooks or stand-alone documents, describe common procedures and establish uniform operational methods from a common baseline, using common terminology. This baseline assists commanders and their staffs in developing standards for training, exercises, and operations.
 - (a) Doctrine requires a dynamic feedback system to capture the best methods and continually improve the way the Coast Guard members accomplish tasks. It increases the speed of learning within the Service.
 - (b) Approved Coast Guard doctrine is necessary to conduct performance based training. When it is deemed valuable to introduce experimentation events into exercises, commanders will use care to ensure that participants understand that doctrinal deviations are solely for experimentation purposes, and may not indicate that changes to doctrine and procedures are required.
- (5) Doctrine and Lessons Learned. The primary influence on doctrine is lessons and observations from operations (mission as well as mission support), exercises, and training. This review provides a standard from which to judge what works and what does not work. These lessons also consider changes in the threat and operational environment. This ensures publications remain current and relevant.
 - (a) Lessons learned are normally adopted during the routine development or maintenance of a CG Publication. If urgent or significant change is required, an expedited process for recommendations may be used. (See reference (b) located on the CG Central microsite entitled “Coast Guard Doctrine Development”.)
- c. Types & Hierarchy of Doctrine. Coast Guard doctrine is developed and promulgated at different levels for different purposes (figure 1). Where applicable, Coast Guard doctrine should align with and support the doctrine of Joint and Interagency partners.

CG Doctrine Pyramid

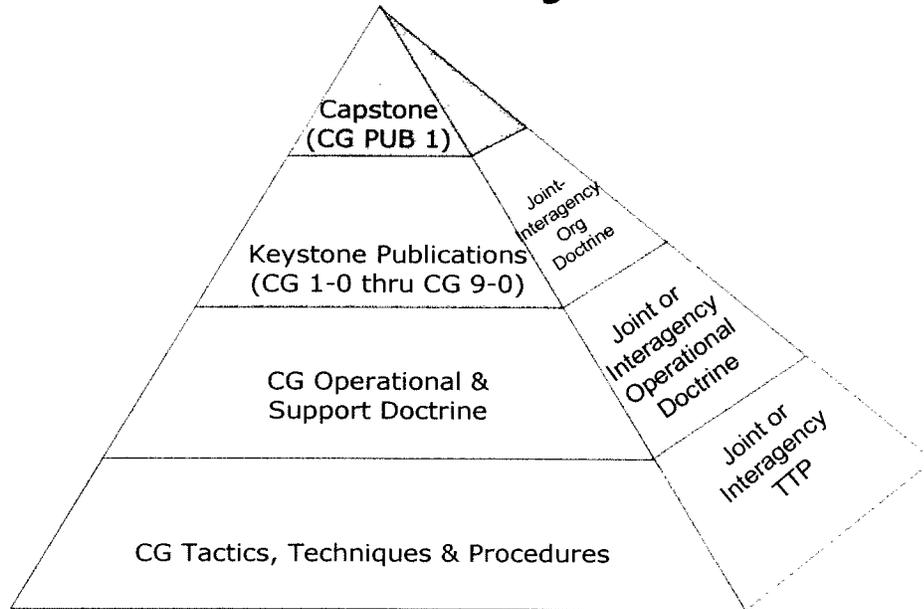


Figure 1: Coast Guard Doctrine Pyramid

- (1) Capstone. The Capstone Publication is Pub 1: U.S. Coast Guard America’s Maritime Guardian. It discusses Organizational Principles and Culture and contains overarching guidance communicating the intent, purpose, history, ethos, values, and reason for existence of the Coast Guard, its mission, and its workforce. These underlying principles and culture drive Coast Guard activities and align them with national objectives. Pub 1 articulates how members should think about Coast Guard mission execution.
- (2) Keystone. Pub 1 will be supported by a series of Keystone publications (Pub 1-0, Pub 2-0, etc.) that represent organizational doctrine. Keystone publications guide professional judgment and communicate unity of effort across the full spectrum of Coast Guard activities. Organizational Doctrine influences how forces are organized and trained, and systems and equipment are procured and maintained.
- (3) Operational / Support. Operational and Support Doctrine provide guidance on developing and performing mission execution processes, identifying requirements, and meeting operational standards. They provide guidance to subordinate commanders in carrying out routine Coast Guard missions and assist in resource apportionment decisions. Support doctrine provides guidance on developing and performing mission support activities, delivering required capability, identifying support requirements, and meeting support standards informed by readiness, operational, and resource priorities. These publications will be organized in a numbered series under the Keystone publications they most closely relate

to. (e.g.: Pub 5-0 is the Keystone doctrinal document for Planning. Pub 5-1 could focus on strategy development, while Pub 5-5 could address contingency planning.)

(4) Tactics, Techniques and Procedures. Tactics, Techniques and Procedures (TTP) are the codified, specific, and measurable actions and methods that implement doctrine or policy. TTP refers to the content of the information; it can be published in a variety of ways from full manuals to maintenance cards. TTP provides the specific “What”, “When”, “How”, “Where”, “Who”, and “Why”; the “Why” is provided for insight into proper selection of tactics and techniques.

(a) Tactics. The employment and ordered arrangement of resources in relation to each other.

(b) Techniques. Non-prescriptive ways or methods used to perform missions, functions, or tasks.

(c) Procedures. Standard, detailed steps that prescribe how to perform specific tasks.

d. Keystone Publication Series Description.



Figure 2: Coast Guard Publication Series

- (1) Pub 1: U.S. Coast Guard: America’s Maritime Guardian. Coast Guard Publication 1 synthesizes what the Coast Guard is, what it does, and how it does it. As a military, multi-mission, maritime service, and as America’s smallest armed service, the Coast Guard performs a broad range of services for the country. Publication 1 provides the understanding of how these missions work together to benefit the nation. Publication 1 is the fundamental doctrine to be used by the Service to shape the thinking of current and future leaders.
- (2) Pub 1-0 – Workforce. Pub 1-0 will include descriptions of the organization, functions, principles of workforce support roles, and responsibilities.
- (3) Pub 2-0 – Intelligence. Pub 2-0 will include descriptions of the availability of reliable intelligence and timely indications on the characteristics of the area of operations and the location, activities, and capabilities of the enemy. In addition this publication defines the role of Intelligence, Intelligence Operations, Intelligence Cycle, and Standards for Intelligence Architecture.

- (4) Pub 3-0 – Operations. Pub 3-0 will provide the context for operations; principles of operations; operational art, design, planning, and assessment; considerations for the conduct of operations; characteristics and specific considerations for crisis response and limited contingency operations; and considerations for engagement, cooperation, and deterrence.
- (5) Pub 4-0 – Logistics. Pub 4-0 will include authorities and responsibilities for logistic operations, logistics principles, and considerations that ensure the right capabilities are in place to support operational effectiveness at the lowest cost. Logistics delivers services to Coast Guard operations.
- (6) Pub 5-0 – Planning. Pub 5-0 will describe core planning doctrine, frameworks, and roles. It will explain how to establish intent and translate intent into action. This publication provides alignment of intent, mission execution, and mission support across the organization.
- (7) Pub 6-0 – C4&IT. Pub 6-0 will include the planning processes that maintain the capability for rapid flow of information, facilitating informed operational decision-making. This publication is focused on successful mission performance through communications and information systems planning, development, and execution.
- (8) Pub 7-0 – Capabilities Management. Pub 7-0 will include the processes and plans for managing cutters, boats, aircraft, facilities, and personnel resources that are used for mission execution and mission support.
- (9) Pub 8-0 – Resources. Pub 8-0 will include the planning details for the resources the Coast Guard requests to fund operations and logistics activities that will ultimately produce desired outcomes
- (10) Pub 9-0 – Acquisition. Pub 9-0 will include a description of Coast Guard plans for acquiring and delivering effective platforms and mission support that will provide a foundation for more effective mission execution, acquisition functions, contracting authority, and responsibilities for Research and Development.

6. PROCEDURES.

- a. Doctrine Development Process and Procedures. Doctrine must be developed and maintained to ensure it accurately reflects the best service-wide guidance available to the user. This accuracy and responsiveness requires doctrine to be developed by appropriate commands at appropriate levels. The Doctrine Development Process and Procedures, reference (b), ensures this disbursed writing and approval of doctrine follows a standard development system and results in publications that are formatted consistently and easy to use.
- b. Doctrine Development Process. Reference (b) standardizes the development process. Proposals for doctrinal publications will be assessed and if it is determined a need for new or revised doctrine exists, the project will be tasked in a Doctrine Update Directive. The Doctrine Update Directive will designate the Approval Authority (AA) as the publication's owner, the Lead Agent (LA) responsible for initial draft development, and the Clearance Agent (CA) responsible to manage the concurrent clearance process.

7. ROLES AND RESPONSIBILITIES.

- a. Coast Guard Doctrine Development Council (CGDDC). The CGDDC consists of the Commandant, Assistant Commandants, and the Chief Counsel. The responsibilities of the various members are outlined below.
- b. The Commandant of the Coast Guard. The Commandant has overall responsibility for developing organizational doctrine for the Coast Guard. The Commandant will approve all CG Capstone and Keystone Pubs.
- c. Assistant Commandant for Operations (ACO). The ACO has overall responsibility for developing and approving Operational Doctrine.
- d. Assistant Commandant for Mission Support (ACMS). The ACMS has overall responsibility for developing and approving Support Doctrine.
- e. Assistant Commandants of single-numbered staffs. Commandant (CG-1) thru (CG-9) will:
 - (1) Provide appropriate staff and resources to perform doctrinal responsibilities.
 - (2) Act as LA or CA for specific doctrine projects as assigned in a Doctrine Update Directive.
 - (3) Act at AA for TTP as assigned in a Doctrine Update Directive.
 - (4) Participate in conferences and work groups to address doctrinal issues.
 - (5) Support the assessment of approved CG Publications, taking advantage of exercises, real-world operations, and, where appropriate, experiments to gather inputs.
 - (6) Appoint a point of contact for all doctrinal matters.
 - (7) Send representatives in a position of authority and grade (normally O-6 level or civilian equivalent) to the Coast Guard Doctrine Planning Conference (CGDPC) prepared to vote their command's positions.
 - (8) Review, analyze, and evaluate draft CG Publications for accuracy and relevancy during the concurrent clearance process. Ensure that capabilities, roles, and activities are properly represented. Comment on horizontal and vertical consistency with other approved and emerging doctrine.
 - (9) Ensure that validated results of experiments conducted by commands are nominated for incorporation as appropriate in emerging draft CG Publications or revisions.
- f. Assistant Commandant for Marine Safety, Security & Stewardship (CG-5). Commandant (CG-5) is responsible to the Commandant for managing the doctrine development process as described in reference (b). Commandant (CG-5) will:

- (1) Advise the Commandant on all policy and guidance concerning the doctrine development process.
- (2) Establish a process for, and ensure the orderly processing and complete coordination of, all doctrine projects. This includes establishing and adjusting milestones for new projects, publication changes, and revisions.
- (3) Semiannually, sponsor and chair a Coast Guard Doctrine Planning Conference (CGDPC) to bring together representatives from the CGDDC to address doctrinal issues.
- (4) Chair, as required, senior level doctrine meetings of flag officers to discuss doctrine issues.
- (5) Ensure validation of each project proposal in accordance with reference (b).
- (6) Assign a lead agent (LA) for each doctrine project based upon recommendations developed during the Scope and Alignment phase of the development process.
- (7) Coordinate and approve Doctrine Update Directives for each doctrine project.
- (8) Publish a management plan that displays the doctrine development workload over a multiyear period and disseminate it to the CGDDC. Brief every CGDPC with updates to the plan.
- (9) Approve, update and maintain reference (b).

g. Commandant (CG-513). Commandant (CG-513) will:

- (1) Conduct periodic doctrine reviews to provide recommendations for possible consolidation or deletion of approved or emerging doctrine.
- (2) Promote an understanding of doctrine throughout the Coast Guard.
- (3) Monitor the progress of each doctrine project and ensure complete coordination and timely completion.
- (4) Coordinate the review all DHS doctrinal publications for consistency and correctness with approved doctrine and initiate any necessary corrective measures.
- (5) Develop and manage the Coast Guard standard terminology program.
- (6) Provide a quarterly update on the status of Capstone/Keystone publications to the Commandant.
- (7) Provide guidance and instruction to newly identified LA points of contact.
- (8) Review draft publications for proper formatting.
- (9) Assign publication numbers.

- (10) Notify the Coast Guard through message traffic when a new or revised publication has been signed and provide the approved publication to Commandant (CG-612) for inclusion on the Coast Guard Directives System.
 - (11) Coordinate with the Chairman of the Joint Chiefs of Staff (J-7) to add Capstone, Keystone, Operational and Support doctrinal publications to the Joint Doctrine, Education and Training Electronic Information System (JDEIS) in order to support information sharing and the joint doctrine development process.
- h. Commandant (CG-532). Commandant (CG-532) will:
- (1) Act as LA for Joint Doctrine.
 - (2) Coordinate the review all joint doctrinal publications for consistency and correctness with approved doctrine and initiate any necessary corrective measures.
 - (3) Ensure Commandant (CG-513) is made aware of joint doctrine projects that may impact Coast Guard doctrine.
 - (4) Review Coast Guard doctrine for consistency with DOD joint doctrine in areas where joint doctrine could take precedence over service doctrine.
- i. Commandant (CG-612). Commandant (CG-612) is responsible for accessibility of approved publications on the Directives System.
8. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS. Environmental considerations were examined in the development of this Instruction and have been determined to be not applicable.
9. FORMS/REPORTS. Coast Guard Concurrent Clearance form, CG-4590, is available in Adobe Acrobat Portable Document Format (PDF) on SWSIII or the CG Electronic Forms web site; Intranet: Resources tab of CG Central or Internet: <http://www.uscg.mil/forms>.

R. J. PAPP, JR.
Chief of Staff

U.S. Coast Guard

Doctrine Development Process and Procedures



U.S. Coast Guard
2100 Second Street SW
Washington, DC 20593

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FOREWORD

Commandant Instruction 5120.3 established roles, responsibilities, and standards for the development and administration of the Coast Guard Doctrine System. It defined Doctrine and drew a distinction between policy directives and doctrinal principles. It created architecture in which to capture the best practices of the Service. This document standardizes the development process for doctrinal publications. It also ensures consistent formatting between publications in the doctrinal library.

Developing a New Library The Coast Guard has used the Directives System to articulate both policy and doctrine in Commandant Instructions and Commandant Instruction Manuals. This establishment of the doctrinal library will require the eventual review of our current Instructions and Manuals to separate the doctrinal guidance from policy. It will not happen immediately. Over time we will discover best practices and improve the way we develop doctrine.

Revision of this Publication The Coast Guard's Strategic Modernization will significantly change the authorities and responsibilities of staffs for the development of service wide directives and guidance. The guidance provided by this publication will need to adjust with the transformation. Commandant (CG-5) will regularly update and promulgate this Coast Guard Doctrine Development Process and Procedures guide to ensure it remains relevant.

B. M. Salerno

Assistant Commandant for Policy and Planning

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EXECUTIVE SUMMARY

The summary is written after the document has passed concurrent clearance and is made ready for signature. The executive summary will summarize the points made within each chapter of the document. Key points and potential areas of concern should be highlighted within the Executive Summary. The Executive Summary should be no more than a couple of pages in length.

Formatting

Formatting of the Executive Summary is similar to the body of the document, with call-outs used to summarize the discussion within groups of paragraphs.

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CHAPTER ONE: INTRODUCTION

This document outlines procedures for developing, reviewing, and approving doctrine for the Coast Guard. It sets the “how-to” guidelines for formatting and processing for review and approval modifications or additions to Coast Guard doctrine publications.

Purpose The purpose of this guidance is to outline the Coast Guard doctrine development process and procedures. The roles and responsibilities associated with doctrine review are discussed. The necessary format and outline for doctrine are discussed to provide consistency across all doctrine development efforts. The electronic version of this document serves as a template for other doctrine development efforts. Other examples and templates are provided as appendices.

Scope This development process pertains to the Coast Guard Doctrine System. It does not pertain to Coast Guard Directives System. Commandant Instruction (COMDTINST) 5120.3 establishes policies, procedures, roles, and responsibilities for Coast Guard Doctrine. The development and review process within this document covers the mechanics and formatting requirements for doctrine. Best practices for writing doctrine or content to include within doctrine are outside the scope of this document. The document is the tactical implementation of the Coast Guard Doctrine System.

Objectives The objective of this guidance is to provide clear, consistent, and understandable instructions, examples, and templates for developing Coast Guard doctrine publications. It is expected this guidance will help focus doctrine development and review activity on tasks that will lead to clear, consistent, and understandable doctrine.

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CHAPTER TWO: DOCTRINE DEVELOPMENT PROCESS

Providing effective and accurate doctrine is essential to the successful employment of Coast Guard forces. Doctrine reflects proven principles and best practices, but it must be responsive to changes from lessons identified and validated concepts. The doctrine development process meets the need through new publications, timely revisions to approved publications, and more expeditious changes to existing publications.

Doctrine continues to evolve as the Coast Guard strives to meet national security challenges. As these challenges arise, doctrinal voids may be identified that will initiate the development process. Development and review of Coast Guard Doctrine need to be carried out in a systematic manner to avoid conflicts, gaps, or overlaps with existing doctrine. Coast Guard Doctrine publications are not intended as stand-alone or single-source documents; they are to be used in conjunction with other doctrinal publications throughout the doctrine hierarchy.

The Doctrine Development Process

Doctrine will be developed in a systematic process to help ensure coordinated work efforts, limit redundancy, and maintain the integrity of doctrinal library. The process flow is illustrated below.

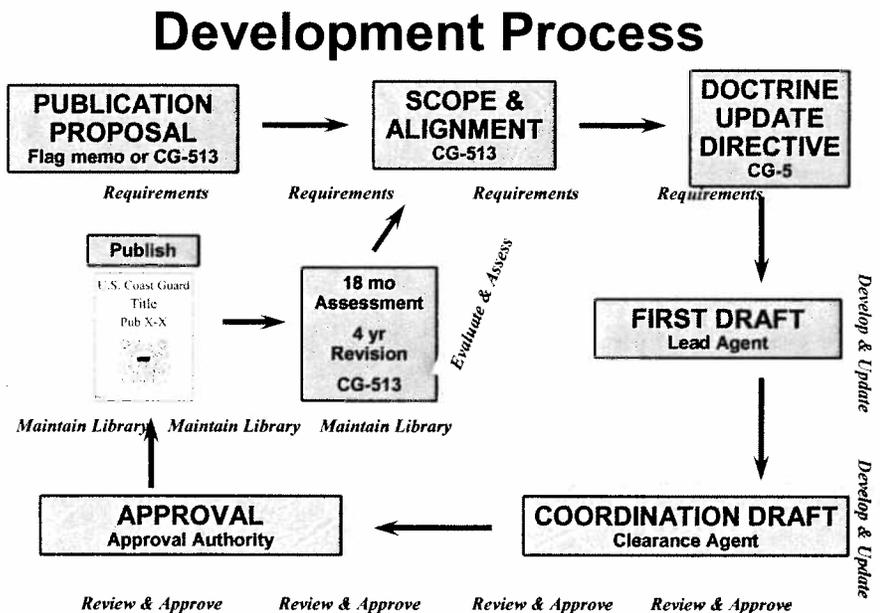


Figure 1: Doctrine Development Process

Publication Proposal Phase

Submitting a proposal for development applies to both new doctrine and revisions of approved doctrine. Although doctrine projects can be proposed by anyone, they must be formally sponsored by a flag officer.

Submitting Proposals

Proposals may be submitted at any time by memorandum to CG-5, endorsed by the appropriate flag officer. Early coordination with CG-513 will facilitate staffing and review of the proposal.

Semiannually, CG-513 will formally solicit proposals for doctrine review/update from the flag corps.

Interagency (DHS) and joint (DoD) publications may be proposed as projects as well. The review should follow the same internal process discussed here as closely as possible.

Requirements for Proposals

Developing and presenting a clear and complete proposal is essential to the initiation stage, and will help set the conditions for successful and expedient project development. A sound justification and an explicit scope are key proposal elements. Proposals will include a draft of the Doctrine Update Directive. A template for a Doctrine Update Directive is provided in Appendix E. The draft Doctrine Update Directive provides the basis for completing the Scope and Alignment and should, at a minimum, contain:

- Clarification on how the proposed project meets the definition of “doctrine.”
- Identification of the doctrinal void that exists.
- A list of the existing or emerging capabilities that are required to support the doctrine.
- Description of the scope of the publication and the scope of the proposed modification.
- Clear identification of any possible new or unique command relationships. This will facilitate identification of stakeholders.

Though not required, additional research can better prepare the Doctrine Update Directive and provide insights into the following areas:

- Relevant sections of sources critical to an accurate analysis of the proposal.
- Illustrations of supported and supporting command relationships.
- Discussion on issues that are out of the norm involving logistics, intelligence, or communications.

Proposal Review and Approval

CG-513 will review proposals and the draft Doctrine Update Directive for content, rationale, and completeness. Proposals not meeting the requirements addressed above will be returned to the submitting staff with comment. Approved proposals will be assigned within CG-513 for the Scope and Alignment phase.

Scope and Alignment Phase For each proposal approved, CG-513 will conduct a quick assessment of existing documents and provide a recommended disposition for the proposal.

Initial Examination CG-513 will conduct an initial examination of relevant sources, including national strategies, existing and emerging doctrine and policies, international agreements, lessons learned files, exercise issues and observations, and experimentation results. This research should identify specific relevant sections of the publications and other sources critical to an accurate analysis of the proposal and to the development of the Doctrine Update Directive.

CG-513 Determination To determine if a proposal is acceptable, an assigned analyst within CG-513 will ascertain whether the subject meets the definition of doctrine and will determine if a doctrinal void actually exists (i.e., if there is an existing requirement) and if the proposed doctrine is based on existing or new capabilities. While these criteria are not all inclusive, they provide an example of the rigor to which doctrine proposals are subjected. Based on this analysis, CG-513 will recommend one of the following options:

- The publication is better suited for Policy or Tactics, Techniques, and Procedures.
- There is no need for the publication or modification.
- There is a need to change or revise an existing or evolving publication(s).
- There is a need for a new publication.
- The proposal addresses an interoperability shortfall and should be nominated for possible interagency or joint publication.
- The proposal addresses a shortfall in multi-national doctrine and should be addressed to the appropriate multi-national forum.

CG-513 will also identify the appropriate leadership of the publication and available subject matter expertise. Responsibilities will be designated in an updated Doctrine Update Directive.

Doctrine Update Directive Development Phase The Doctrine Update Directive provides the project scope, milestones, references used to develop the publication, and points of contact. The Doctrine Update Directive also establishes the concurrent clearance and approval chain for the new or updated publication.

- CG-513 will update the Doctrine Update Directive and submit to CG-5 at the conclusion of the Scope and Alignment phase.
- Upon resolution of any contentious issues, CG-5 will approve the milestones and officially designate the Lead Agent, Clearance Agent,

and Approval Authority. CG-5 will send the Doctrine Update Directive to all assigned staffs for action and to all Assistant Commandants for information.

- If the need for additions or modifications to the project scope is discovered during development, these changes will be coordinated with CG-513 in a similar manner as the proposal submission process.

First Draft Development

The Lead Agent and development team will create a first draft of the publication based on guidance provided in the Doctrine Update Directive. The Lead Agent will present the first draft based on the date established in the Doctrine Update Directive, which is normally six months after the Doctrine Update Directive is released from CG-513.

Expanded Outline

Early in the development of the first draft of new or updated doctrine, a useful in-progress review is to have the writing team produce an expanded outline. This can range from something as simple as providing description paragraphs for each chapter to a more extensive treatment providing figures, drafts of essential subject matter, or potentially contentious portions of the publication for review and concurrence by appropriate offices. A well-formulated first chapter will help clarify and solidify the purpose, scope, and objectives of the document. This helps confirm that the direction of the publication's development complies with the intended scope. In addition, it reduces time lost due to misunderstanding, eases resolution of complex and contentious issues, and enhances the quality of the first draft.

Copying Text

During development, the development team will ensure that sentences, paragraphs, and passages taken directly from previously approved publications are quoted verbatim and the reference noted. However, direct lifts from other doctrine should be limited to salient information that addresses the scope of the publication.

All references used should be validated for currency.

Coordination Draft

Upon completion of the draft, the Lead Agent will forward an electronic version to the Clearance Agent. The Clearance Agent will normally produce a Coordination Draft within 30 days to initiate the concurrent clearance process. The Clearance Agent will ensure that the document is properly formatted, with revised material normally presented in line-out/line-in format for easy determination of modified sections.

Coordinated Draft Review

The Coordinate Draft will be staffed via concurrent clearance process. Each staff outlined in the Doctrine Update Directive will be tasked to review and

provide comments to the Clearance Agent within 60 days. The Clearance Agent will contact organizations that fail to respond by the suspense date to ascertain the staff's concur/non-concur with the document. Non-response will be annotated on the concurrent clearance record.

**Comment
Reconciliation**

The Clearance Agent receives and consolidates the concurrent clearance comments into one matrix, adjudicates each comment (including the rationale for rejection or modification of critical and major comments), and prepares the signature draft for the Approval Authority within 60 days from the concurrent clearance process suspense date.

Approval Stage

After the coordination draft has been reviewed and comments processed, the Clearance Agent will prepare the signature version of the publication for the Approval Authority.

- a. CG-513 reviews the signature draft to ensure it is in the proper format.
- b. Coast Guard doctrine is approved by the individual stipulated within the Doctrine Update Directive.
- c. Once the doctrine is signed, CG-513 will announce the approval of the Pub, and procedures for accessing it, via ALCOAST message.

Distribution

The primary distribution method for Coast Guard Publications is electronic, via the Coast Guard Directives System at <http://cgweb2.comdt.uscg.mil/CGDirectives/Welcome.htm>. Electronic copies are also available on CG Central.

In addition, all Capstone, Keystone, Operational and Support doctrinal publications will be accessible for our DoD and Multinational Partners through the Joint Doctrine Electronic Information System (<https://jdeis.js.mil>) or the Joint Electronic Library (www.dtic.mil/doctrine).

**Maintenance
Stage**

CG-513 will oversee the maintenance of the approved publication library (initiating formal assessment, changes, cancellation, consolidation, and revisions) to ensure that publications remain relevant. The goal is to have doctrine assessed and then revised, changed, canceled, consolidated, or revalidated every four years.

The change process allows responsive revisions to current doctrine based on lessons identified, validated concepts, and new mission areas. Changes are revisions that do not exceed 20 percent of the current publication. Should a proposed change encompass more than 20 percent, CG-513 may initiate a new Scope and Alignment, per this Instruction, for possible early revision of the publication.

***Change
Priorities and
Submission***

Changes are submitted to the Approval Authority or CG-513 in accordance with the procedures list below. Changes to publication are categorized as either urgent or routine. There are specific processes for each.

- a. Urgent. Urgent change recommendations will be forwarded by priority message to the Approval Authority. Urgent changes are those that require immediate promulgation to prevent personnel hazard or damage to equipment, correct an operating technique, or emphasize a limitation that adversely affects operational effectiveness. The Approval Authority will review and staff the message. If in agreement with the recommendation, the Approval Authority will announce the change via message traffic.
- b. Routine. Routine change recommendations may be forwarded electronically to CG-513 at any time. Routine changes are those changes to doctrine that provide validated improvements or address potentially incorrect, incomplete, misleading, or confusing information but are not of an urgent nature. Routine changes to doctrine are not limited to a single topic, but should not be so extensive as to require a complete revision. Routine change proposals should not generally cover topics known to be contentious. Routine changes will only require review and approval from stakeholders and will not require a full concurrent clearance process. The process is better suited for updating CG Pubs with new terms or facts. Following the review, CG-513 will exercise one of three options:
 - i. Prepare the change for staffing through the original routing chain.
 - ii. Return the proposed change to the sponsor to be reworked.
 - iii. File the proposed change with other feedback for consideration during normal revision.

***Change
Approval***

Following staffing of a routine change, the Clearance Authority will have 30 days to adjudicate comments and present the change to the Approval Authority for signature. If there are no contentious issues, the change will be approved and distributed. The date of the publication will be amended to reflect the change date beneath the original publication date (e.g., “Incorporating Change 1, 10 August 2007”).

***Publication
Assessment***

The utility, currency, completeness, effectiveness, and quality of approved Coast Guard Doctrine should be actively and continuously assessed. Units are encouraged to assess the value of each publication and submit comments to any role assigned to a doctrine publication and CG-513 whenever there is a need for modification of any kind. Procedures for submitting user recommendations are contained in the administrative instructions appendix of each publication (the administrative instructions is the last appendix of the publication). These comments will be incorporated into the publication’s

assessment cycle.

***Assessment
Timeline***

Formal assessment will normally begin within four years after publication approval.

CG-513 will initiate the formal assessment process by reviewing and consolidating all comments and change recommendation and providing them to the Clearance Agent via memorandum. The Clearance Agent will conduct the formal assessments to address the usefulness of existing doctrine.

During review, it is necessary for the Clearance Agent to consider related Coast Guard doctrine. The results of the assessment can spill over into other publications and may require their modification. Assessments will focus on out-of-date material, inconsistencies with other doctrine, gaps, and the readability of the publication. They also will address whether publications should be reorganized, consolidated, or deleted in whole or in part.

***Early
Assessment***

If any member of the Coast Guard Doctrine Development Council determines that an early assessment of doctrine is necessary, they will submit a detailed justification to CG-513 for consideration. This justification must address the reason for the request for early assessment and the impact on units if the publication is not revised. Reasons for early revision include:

- a. Lessons identified in actual operations or experimentation that require changes to doctrine;
- b. Changes in operational capability;
- c. Changes in Coast Guard Strategy; and
- d. Changes in DHS or DoD policy or doctrine.

The early assessment request should include justification as to why a change to the doctrine would not suffice to update the publication. At a minimum, this justification package should consider the following:

- a. Publication issues;
- b. Analysis of doctrine;
- c. Data gathered from assessment team research;
- d. Exercise and operation observations;
- e. Subject matter expert interviews; and
- f. Related concepts.

***Request for
Feedback***

For formal assessments, the Clearance Agent will solicit comments and recommendations from identified stakeholders. The comments will be reviewed by the Clearance Agent for suitability and inclusion in the

publication's revision. This feedback will be addressed in a similar manner to comments reconciled during review of draft doctrine.

***Assessment
Report***

The Clearance Agent will complete the formal assessment within 60 days following the suspense date for comments. The formal assessment may include one of the five following recommendations concerning the Pub:

- a. Recommend that the publication be validated current as is and be given a new date.
- b. Suggest routine changes to update the publication, if the total changes (including any previously applied changes) are less than 20 percent of the Pub.
- c. Recommend that the publication be consolidated with one or more other publications.
- d. Recommend the publication be canceled.
- e. Recommend the publication be revised.

The Clearance Agent will forward the formal assessment report to the Approval Authority for approval. Formal assessment reports will contain an assessment summary, detailed report with a consolidated matrix of all assessment comments indicating recommended adjudications and change recommendations where appropriate, and a proposed Doctrine Update Directive for the revision of the publication if recommended.

Consolidation or cancellation options will result in agenda items at the next Coast Guard Doctrine Planning Conference.

CHAPTER THREE: DOCTRINE CONTENTS

Doctrine publications will have several standard sections. They should be organized as described in this chapter.

Cover	Although cover design is not critical, at a minimum the front cover will show the publication's proper title, classification, number, and month/year published.
Commandant's Letter	A Commandant's letter is included in all Capstone/Keystone publications to provide the Commandant's personal guidance concerning the subject matter of the publication. The drafting of this letter is the responsibility of CG-5. A draft is prepared by the document developer to reflect their understanding of the strategic contribution of the document. The draft Commandant's letter will be updated and finalized by CG-5.
Summary of Changes	<p>A summary of changes will be included in all revised Pubs and will provide bulleted statements as to what significant changes were incorporated since the previous edition.</p> <p>The previous Summary of Changes will be used as a starting point for subsequent modifications to the document. The Summary of Changes will include the previous Summary of Changes annotated with the changes being routed for approval.</p>
Table of Contents	A table of contents will be provided, including a listing of figures and tables within the document.
Executive Summary	An Executive Summary, which provides an overview of the publication, will be included. The Executive Summary will consist of a summary of the key points within the document, including those issues that require authoritative sponsorship to resolve. The material in the executive summary cannot conflict or be inconsistent with the material contained in the body of the publication. The first section, "Overview," consists of a list of basic concepts presented in the publication. The second section contains a detailed review featuring the core ideas of the publication. This section is formatted in two columns, with detailed information on the right and corresponding key points on the left. The left column entry should not be duplicated in the right column. Acronyms or abbreviations should be avoided in the Executive Summary. Any acronym or abbreviation established in the Executive Summary must be reestablished if used in the body of the publication.

Body of Publication	The body of the publication will be divided into chapters. The chapters may be divided into sections.
Chapter 1: Introduction	<p>The first chapter of the document will describe the document’s scope, purpose, and application.</p> <p>Other chapters will be laid out as necessary to address the needs of the publication.</p>
Appendices and Annexes	Appendices are placed at the end of the narrative body. Annexes to appendices, if required, follow the appendix to which they apply.
Glossary	<p>The glossary is the first appendix and usually consists of two parts, as appropriate:</p> <ul style="list-style-type: none">a. <u>Part I – Acronyms.</u> Part I should contain a listing of abbreviations and acronyms. If used at least twice within the scope of a chapter, abbreviations and acronyms should be established separately by placing the abbreviation or acronym in parentheses following the first appearance of the term. These abbreviations and acronyms should be included in the glossary. Abbreviations and acronyms should not be established or used in chapter titles, section headings, paragraph titles, or figure/table titles/captions.f. <u>Part II – Terms and Definitions.</u> The glossary should include only those terms and definitions for which the publication is the proponent, new terms not previously defined in doctrine, or terms recommended for modification in another publication. If the explanation of a term contains classified information, all entries of that term within the publication must contain a paragraph classification marking.
Checklists and Sample Formats or Templates	Appendices or annexes that are designated as a checklist, sample format, or templates (e.g., operation plan, message) may list acronyms without establishing them. It is understood that a checklist for a subject matter expert will not require an explanation of acronyms common to the area of expertise associated with the checklist. Accordingly, any appendices or annexes that use this rule of not establishing acronyms will not have those acronyms included in the publications glossary unless established in the text under the normal acronym usage guidelines.
References	Documents and other references used in preparing the publication are listed in the second to last appendix.

***Administrative
Instructions***

This appendix is required and is always the last appendix. It provides instructions to the user for modifications to the publications and insights into points of contact regarding the publication. If the publication is a revision, the administrative instructions appendix will contain, at a minimum, information on which Pubs are being superseded by the revised Pub.

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CHAPTER FOUR: DOCUMENT FORMAT

Documents will be prepared in a consistent format. The use of defined styles will ensure consistency within and across doctrine publications developed. The specific style definitions are provided in Appendix C.

- Page Setup** Page margins will be set at 1 inch top, bottom, left, and right.
- The use of a tabular format for the page permits a quick scan of major topics within the document in the left column with amplifying discussion in the right column. A new row within the table can also be inserted to provide “call-outs” or quick summary of the information within that portion of the text.
- Page Division** Insert a table in the document with the following parameters:
- **Table width:** 6.5 inches (right-hand margin at 6.5 and 1-inch margin on each side of the page)
 - Left-hand column width: 1.3 inches
 - Right-hand column width: 5.2 inches
 - **Table grid:** “Invisible” – no lines showing
 - Under the “Table” pull-down menu, select “Table Properties,” select the “Row” tab, and click “Allow to break across pages.” This is the only box that should be checked within the “Row” tab for the Indexing format.
- Style Guidance** Following are text pointers:
- Always use Doctrine Styles established in Word to ensure consistent formatting throughout the document. These styles are described in Appendix C. See the help for Word to import styles from one document or template into another.
 - Break up longer sections with appropriate call-outs (new row per call-out).
 - Place a return at the end of each row to provide sufficient space between paragraphs/sections.
- Headings, Subheadings, and Call-Outs** Heads, subheads, and call-outs are used to guide the reader through the document.

Level 1 Heading LEVEL 1, or chapter, headings are set across the page using the DoctrineHeading1 style. Chapter headings start a new page. If necessary, blank page may be inserted prior to a new chapter to ensure the chapter starts on an odd page (to correspond to a right-hand page for bound publications and the top page on two-sided printed documents).

Chapter Headings will have the number of the chapter spelled out (“One,” “Two,” “Three,” etc.)

Each chapter will be followed by a paragraph that introduces what will be presented within the chapter.

Level 2 and Level 3 Subheadings Level 2 and Level 3 subheads are set in the left-hand column of the table grid. A new row is created in the overall table of the document for each subhead. Call-outs rather than subheads are used below level 3.

Call-outs Call-outs draw the reader’s attention and emphasize the importance of the identified discussion. A new row is created in the overall table of the document for each call-out.

Subheads/Call-outs should not break across pages Note: Although text flows from one page to the next, subheads and call-outs should not break across pages. If a subhead/call-out breaks across a page, click on the subhead/call-out, go to the “Format” pull-down menu, and click on “Paragraph.” In the “Paragraph” pop-up box, click on the “Line and Page Breaks” tab, check the “Keep with Next” box, and click “OK.” This will move the entire subhead/call-out to the next page.

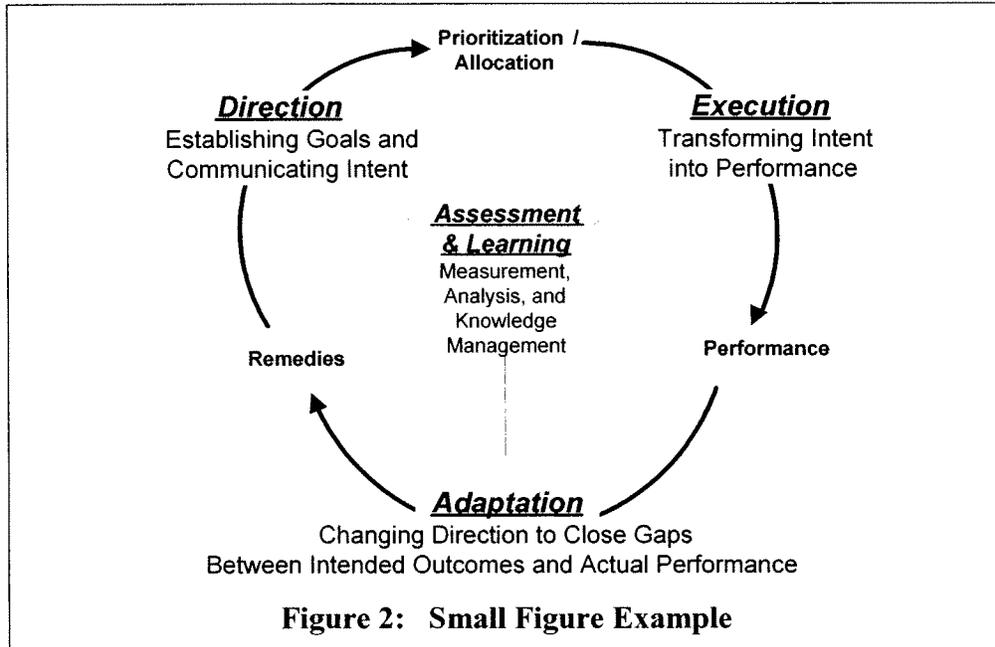
Tables, Figures, and Photographs Smaller tables and most figures can be placed within the right-hand column of the table grid. The “Caption” feature of Word will allow for the generation of a list of tables and figures in the table of contents. Photographs are labeled in the same way as figures.

When using small tables and figures, the left-hand column can contain a call-out or a blank cell.

Small Table Example

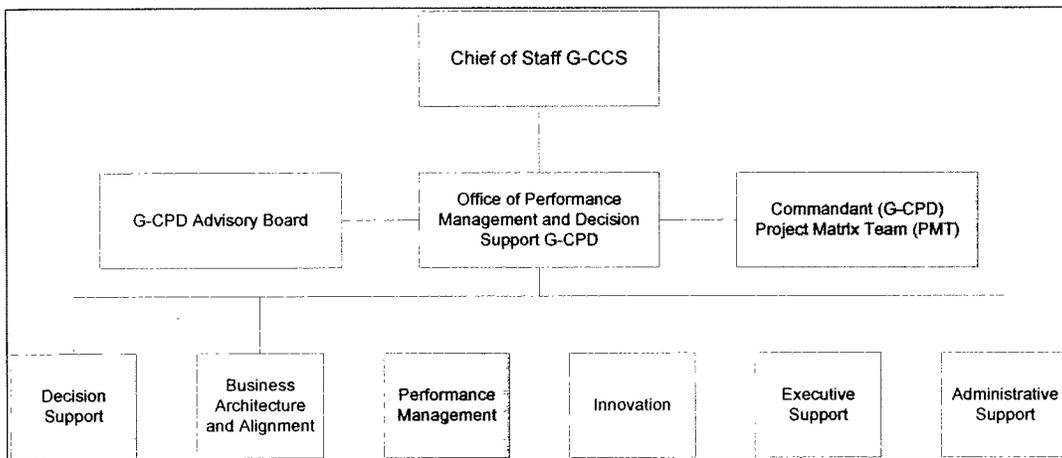
Asset	Q 1	Q 2	Q 3	Q 4
Surface				
Air				

Small Figure Example



Large Figure Example

Larger tables and figures that need to run across the entire page are placed outside the grid. Simply end the table, create/insert the table/figure into the document and center on the page. Once the table/figure has been inserted, begin another table grid to separate the page as describe in the “Page Division” section.



Figure, Table, and Photograph Captions

All figures, tables, and photographs in the document should have identifying captions. Captions are centered in **boldface**. Captions for tables are positioned **above** the table; captions for figures are positioned **below** the figure. Insert captions using Word’s “Caption” feature to ensure that figures and tables will be shown in the List of Figures/List of Tables when generated.

- Notes** Notes provide explanatory information that is not part of the narrative. Set notes in *italics*, preceded by “Note” and a colon.
- Notes are especially useful with tables and figures, where cell size/figure parameters limit the amount of text. Table/figure notes follow the table/figure and are set in 10-point type.
- Quotes and Vignettes** Quotes should be appropriate and relevant to enhance the information contained in the chapter. Each chapter may begin with a quote. The source of each quote must also be provided.
- Quotes will be placed in a text box and indented 0.3 inch from both the left and right margins in italic type, Times New Roman font, 12 point.*
- Source notations will be right justified, 10 point
- Vignettes support the publication by providing short, pertinent narratives that enhance the meaning of the text. Each vignette will be formatted in the same style as quotes.
- Page Headers and Footers** Headers and footers are black in color, Times New Roman font, 12 point, title case.
- a. Headers:
 - i. All document pages will display a header consisting of a margin-to-margin horizontal line (“DoctrineHeader”).
 - ii. Above the horizontal line, odd-numbered pages will have the chapter identifier (e.g., “Chapter Two: Title”) displayed right-justified; even-numbered pages will have the chapter identifier displayed left-justified.
 - b. Footers:
 - i. For footers, a horizontal line similar to the header line will be displayed below the text (“DoctrineFooter”).
 - ii. The page number and date will be displayed in the footer.
 - a) Page numbers will be placed in the footer below the footer line. Page numbers for all odd-numbered pages will be right justified. Page numbers for all even-numbered pages will be left justified.
 - b) The pages preceding Chapter One, beginning with the first page of the Preface through the Executive Summary and Table of Contents, are to be numbered consecutively with lowercase Roman numerals.
 - c) Page numbers for the main body of the document are to be numbered consecutively with Arabic numerals.

- d) Page numbers for Appendices are numbered consecutively within each appendix using the appropriate appendix letter and page number order and hyphenated (“A-1,” “B-1,” etc.).

Executive Summary Setup The Executive Summary is set up in the same manner as the document’s main body, except for subheads, which use the Appendix-style subheads (e.g., “DoctrineAppHeading2”) so that they do not pick up in the table of contents.

Completing the Document To complete the document, generate the table of contents, list of figures, and list of tables.

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APPENDIX A. SAMPLE GLOSSARY**Acronyms**

Acronyms used within the document are listed in table form with an “invisible” grid. The style is “DoctrineParagraph,” with the acronyms in **boldface** and the definitions in roman text. Insert a blank row between each letter group. Following is a sample acronym list.

<u>Acronym</u>	<u>Definition</u>
AOR	Area of Responsibility
AtoN	Aids to Navigation
C4I	Command, Control, Communications, Computers and Intelligence
COP	Common Operating Picture
DHS	Department of Homeland Security
JIATF	Joint Interagency Task Force

Terms

Terms used within the document are listed in table form with an “invisible” grid. The style is “DoctrineParagraph,” with the term in **boldface** and the definitions in roman text. Insert a blank row between each letter group (i.e., between the “A” and the “B” terms, etc.).

<u>Term</u>	<u>Definition</u>
Air Support	All forms of support given by air forces on land or sea.
Boarding	An armed intervention aboard a vessel by uniformed Coast Guard personnel to detect and suppress violations of federal law. (See Maritime Law Enforcement Manual, COMDTINST M16247.1 (series)).
Port Security Unit (PSU)	Deployable U.S. Coast Guard unit equipped with heavy armed, airlift deployable, small boat assets that provides waterborne point defense for the protection of high value assets.

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APPENDIX B. APPENDIX FORMAT

Most appendices will follow the basic Doctrine format as the document’s main body. Exceptions are noted here.

B.1 Appendix Heads, Subheads, and Call-outs	<p>Except for the appendix title, appendix heads should not appear in the table of contents. Use the following styles:</p> <ul style="list-style-type: none"> • APPENDIX LEVEL ONE (title): APPENDIX TITLES are set in boldface type, all capital letters (“APPENDIX A. HEADING 2”). • Appendix Level 2: Use “DoctrineAppHeading2.” • <i>Appendix Level 3:</i> Use “DoctrineAppHeading3.” • Appendix Call-outs: Use “DoctrineCallOut.”
<i>Numbering Heads and Subheads for Appendices</i>	<ul style="list-style-type: none"> • Numbering for heads and subheads in appendices comprise the appendix letter and then subsequent numbering of each subsection. • LEVEL 1 heads (appendix title). Appendices are designated by letter, beginning with “A”; for example, APPENDIX A. GLOSSARY. Using the “APPENDIX A. HEADING 2” style automatically adds the appropriate appendix letter to the titles and allows the letter to pick up in the page number (A-1, B-1, etc.). Insert a section break between appendices to set the appropriate letter for the next appendix. • Level 2 heads are numbered consecutively in boldface, beginning with the appropriate appendix letter: A.1, A.2; B.1, B.2; etc. • Level 3 heads are numbered consecutively within each Level 2 section of the appendix in boldface italics: <i>A.1.1, A.1.2; A.2.1, A.2.2</i>; etc. • Call-outs are not numbered and are set as roman (plain) text.
<i>Annexes</i>	<p>Annexes to appendices are not listed in the table of contents, but are listed on the first page of the corresponding appendix below the title. When appendices have an annex(es), the appendix text will two line spaces after the listing of annexes. Annexes to appendices are lettered consecutively using appendix letter, annex letter, and page number order and hyphenated (e.g., B-A-3 for Appendix B, Annex A, page 3).</p>

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APPENDIX C. STYLE DEFINITIONS

Styles used within the document are defined here. An electronic version of this document can be used to import the styles to Word.

- DoctrineAppHeading2: DoctrirneNormal + Font: Bold, Space Before: 12 pt, After: 6 pt, Keep with next
- DoctrineAppHeading3: DoctrineAppHeading2 + Font: Italic
- DoctrineBullet1: DoctrineParagraph + Indent: Left: 0", Hanging: 0.25", Tabs: 0.25", List tab, Bulleted _ Level: 1 + Aligned at: 0" + Tab after: 0.25" + Indent at: 0.25"
- DoctrineCallOut: DoctrineParagraph + Font: Italic, Tabs: 3.25", Centered _ 6.5", Right
- DoctrineFooterEven: Footer + Border: Top: (Single Solid Line, Auto, 1 pt line width), Tabs: 3.25", Centered Header + Right, , Border: Bottom: (Single Solid Line, Auto, 1pt, Line Width)
- DoctrineFooterOdd: Footer + Border: Top: (Single Solid Line, Auto, 1 pt line width), Tabs: 3.25", Centered
- DoctrineHeaderEven: Header + Right, , Border: Bottom: (Single Solid Line, Auto, 1pt, Line Width)
- DoctrineHeaderOdd: Header + Right, , Border: Bottom: (Single Solid Line, Auto, 1pt, Line Width)
- DoctrineHeading1: Heading1 + Space Before: 0 pt, Tabs: 2", Left
- DoctrineHeading2: DoctrineParagraph + Font: Bold, Level 2
- DoctrineHeading3: DoctrineHeading2 + Font: Italic, Level 3, Tabs: 3.25", Centered + 6.5", Right
- DoctrineList: DoctrineBullet1 + Indent: Left: 0.16", Hanging: 0.28", Tabs: 0.44", Left + Not at 0.25", Numbered + Level: 1 + Numbering style: 1, 2, 3,... + Start at: 1 + Alignment: Left + Aligned at: 0.03" + Tab after: 0.38" + Indent at: 0.38"
- DoctrineNormal: Font: (Default) Times New Roman, 12 pt, English (U.S.), Left, Line spacing: single, Widow/Orphan control.
- DoctrineNote: DoctrineParagraph + Font: Italic, Indent: Left: 0.35", hanging: 0.5", Right: 0.43", Tabs: 6.5", Right
- DoctrineParagraph: DoctrineNormal + Space Before: 6 pt
- DoctrineQuote: DoctrineParagarph + Font: Italic, Condensed by 0.1 pt, Indent: Left: 0.23", Right: 0.19"
- DoctrineQuoteSource: DoctrineParagraph + Font: 10 pt, Condensed by 0.1 pt, Indent: Left: 0.23", Right: 0.19", Right

- DoctrineSubParagraph1: DoctrineParagraph + Indent: Left: 0.03", Hanging: 0.25", Tabs: 0.28", List tab, Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0.03" + Tab after: 0.28" + Indent at: 0.28"
- DoctrineSubParagraph2: DoctrineSubParagraph1 + Indent: Left: 0.3", Tabs: 0.55", Left + 6.5", Right + Not at 0.28", Bulleted + Level: 2 + Aligned at: 0.75" + Tab after: 1" + Indent at: 1"
- DoctrineTOCHheader: DoctrineParagraph + Font: Bold, Underline, Tabs: 6.5", Right
- Footer: Doctrine Normal + Tabs: 3.25", Left, +6.5", Right
- Header: DoctrineNormal + Tabs: 3.25", Left + 6.5", Right

APPENDIX D. DOCTRINE UPDATE DIRECTIVE TEMPLATE

Issue Identification: *Sufficient description and background of the issue.*

Roles and Responsibilities: *Identify by name, e-mail, phone and office the following individuals:*

- Project Sponsor (flag):
- Lead Agent:
- Clearance Authority:
- Approval Authority:

Equities/Potential Applicability: *Identify those organizational elements impacted by this issue and describe scope of that impact. Organizational elements that can be impacted rely on outputs from this aspect of doctrine or those that provide inputs to support the doctrine.*

Organizational Element	Role Description

Definition:

Scope: Defines the extent or range of applicability of the doctrine proposed (i.e., external, enterprise-wide, or specific organizational elements; intent (strategic), operational, support, readiness, requirements, resource management doctrine, etc.). This section may also describe circumstances or influence under which the doctrine increases in importance.

Outcomes: The purpose, objective, or aim of modification to doctrine. What is to be accomplished or how will the organization/business processes be improved as a result of the recommendations that will come out of this modification to doctrine?

Requirements: What elements are absolutely essential to discuss within this modification to doctrine?

Development Team Capabilities: *List the knowledge, skills, abilities, experience, or decision-making authority that is desired on the development team. This is not a list of functional departments or names of individuals (that listed next).*

Development Team Membership: *The team should provide a diverse membership and should be based on the key capabilities identified above. Sufficiently senior personnel must be on the team to ensure the recommendation developed is aligned with senior management direction.*

Review Team: *The review team is comprised of key stakeholders and those closest to decision authority for the concurrent clearance process.*

Concurrent Clearance Participants: *List senior leadership of stakeholders involved.*

Product Development Timeline/Meeting Schedule: *Required delivery of drafts. Meeting schedules. Insight should be provided on where development schedules are available to others who may want to keep abreast of development.*

Supporting Material: *List of any supporting material that can serve as read-ahead for team members and leverage preexisting work, understanding, or knowledge.*

APPENDIX E. REFERENCES

Documents and other references used in preparing the document are listed here. References are listed using the “1. DoctrineList” style. References should be listed in alphabetical order by author/publisher and should provide sufficient information to enable readers to locate the document.

1. Joint Chiefs of Staff. Joint Doctrine Development System. CJCSI 5120.02A (31 March 2007).
2. Joint Chiefs of Staff. JP 1-02: Dictionary of Military and Associated Terms.
3. U.S. Coast Guard. The Coast Guard Directives System, COMDTINST M5215.6E (May 2004).

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APPENDIX F. SAMPLE ADMINISTRATIVE INSTRUCTION

Administrative Instructions will be provided as the last appendix in the document.

ADMINISTRATIVE INSTRUCTIONS

1. User Comments

Users in the field are highly encouraged to submit comments on this publication to: Commandant, U.S. Coast Guard (CG-5), ATTN: (CG-512), 2100 Second Street SW, Washington, DC 20593-0001. These comments should address content (accuracy, usefulness, consistency, and organization), writing, and appearance.

2. Authorship

- a. The Lead Agent for this publication is CG-512.
- b. The Clearance Agent for this publication is the CG-5.
- c. The Approval Authority for this publication is the Commandant.

3. Doctrine Superseded (if required)

4. Change Recommendations

- a. Recommendations for urgent changes to this publication should be submitted:
TO: COMDT COGARD WASHINGTON DC //CG-5/CG-513//.
- b. Routine changes should be submitted via memorandum to Commandant, U.S. Coast Guard (CG-5).

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